



LETTER OF APPOINTMENT

MEMORANDUM FOR Julie Cantu, FEDSIM PM

Subject: Appointment as Contracting Officer's Representative

You are hereby appointed as the Contracting Officer's Representative (COR). This appointment is from the award date through the life of the contract, to include close out, unless rescinded or transferred. As the COR, your primary duty is to monitor the Contractor's performance to ensure that all of the technical requirements under the contract are met by the delivery date or within the period of performance, and at the price or within the ceiling stipulated in the contract.

In the performance of the duties delegated to you in this letter, you are cautioned that you could be held personally liable for actions taken or directions given by you to the Contractor that are beyond the authorities given to you in this letter. The duties or authorities in this letter are not re-delegable; therefore, you must advise the FEDSIM Contracting Officer or Contract Specialist immediately when you are unable to perform these duties.

Your duties and limitations, as applicable to the contract you will be monitoring, are as follows:

MONITORING AND EVALUATING PERFORMANCE

Ensure that the Contractor complies with all of the requirements of the statement of work, specifications, or performance work statement. When requested by the Contractor, provide technical assistance within the scope of the contract (e.g., interpreting specifications, statement of work, performance work statement, etc.). When a difference of opinion between you and the Contractor occurs, notify the FEDSIM Contracting Officer and/or the Contract Specialist immediately for resolution.

If the contract requires Key Personnel, the COR shall ensure that the personnel being used by the Contractor meet the requirements of the position. Review and approve travel and other direct cost (ODC) prior to the Contractor incurring those expenses. Any decrease in or lack of performance shall be brought to the attention of the FEDSIM Contracting Officer and/or Contract Specialist.

If applicable and in accordance with Federal Acquisition Regulation (FAR) 42.302, the COR shall monitor contractor compliance with specifications or other contractual requirements requiring the delivery or use of environmentally preferable products, energy-efficient products, products containing recovered materials, and bio-based products.

In accordance in Federal Acquisition Circular (FAC) 2005-34 and Office of Management and Budget (OMB) Memorandum "Improving the Use of Contractor Performance Information" on July 29, 2009, CORs are responsible for entering past performance into the Past Performance Information Retrieval System (PPIRS) annually.

MONITORING COSTS

Review and evaluate the Contractor's progress in relation to the expenditures. When the costs expended by the Contractor are not commensurate with the Contractor's progress, request a meeting with the Contractor and client in an attempt to resolve. If a resolution cannot be found,



bring this to the attention of the FEDSIM Contracting Officer and/or Contract Specialist for immediate action.

Review and approve invoices using the rates and other fees established in the contract. Review the Contractor's invoices/vouchers for reasonableness and applicability to the contract and recommend approval or rejection for payment.

CHANGES TO THE CONTRACT

You cannot authorize the Contractor to stop work, and you are not authorized to delete, change, waive, or negotiate any of the technical requirements or other terms and conditions of the contract. Should a change (monetary or otherwise) to the contract become necessary, it must be made by a contract modification issued by the FEDSIM Contracting Officer. When in doubt, contact the FEDSIM Contracting Officer and/or Contract Specialist.

Any contract change requested by the Contractor must be put in writing by the Contractor to the FEDSIM Contracting Officer for action. If, however, you become aware of an impending change, you should immediately advise the FEDSIM Contracting Officer or Contract Specialist. When the proposed change is received by the FEDSIM Contracting Officer, you will be required to provide the FEDSIM Contracting Officer with a written analysis and rationale for the change and to evaluate any costs associated with the change.

You must also recognize and report to the FEDSIM Contracting Officer any Government-required changes to the contract (e.g., items or work no longer required, changes in the specifications, etc.).

INSPECTION OF CONTRACT ITEMS

Perform, in accordance with the terms of the contract, inspection, acceptance, or rejection of the services or deliverables under the contract. The COR must prepare, in writing, a written acceptance or rejection, provide it to the Contractor, and store a copy on the FEDSIM common drive. Immediately notify the FEDSIM Contracting Officer of all rejections and the reason for the action.

Review progress reports from the Contractor and advise the FEDSIM Contracting Officer of any Contractor problems or action required to be taken by the Government.

STANDARDS OF CONDUCT AND CONFLICT OF INTEREST

To avoid improper business practices and personal conflicts of interest and to deal with their apparent or actual occurrences, the COR shall sign any applicable non-disclosure forms. The COR shall also immediately report any potential conflict of interest to their supervisor.

CONTRACT FILE CONTENT AND MAINTENANCE

Establish and maintain an organized contract administration file to record all Contractor and Government actions pertaining to the contract. The file must also include a copy of the COR Letter of Appointment and other documents describing the COR duties; a copy of the contract administration functions delegated to the contract administration office, which may not be delegated to the COR; and documentation of COR actions taken in accordance with the delegation of authority. The files should be organized and saved on the FEDSIM common drive.



CONTRACT CLOSEOUT

Within 30 days after the Contractor has met all terms and conditions of the contract, the COR must evaluate the Contractor's performance using the information contained in General Services Administration Regulation (GSAR) 542.1503-71 (sample format attached).

Please acknowledge receipt and acceptance of this appointment by signing below. Please direct any questions you may have on this delegation to the FEDSIM Contracting Officer or Contract Specialist.

I understand and accept my assignment as the Contracting Officer's Representative (COR)

JULIE ANNE
X COMES

Digitally signed by JULIE ANNE
COMES
Date: 2018.06.01 13:15:19 -04'00'



Note: This checklist follows the standard format of GSAM 542.1542.15 and content requirements of GSAM 542.15. The checklist may be tailored for the specific contract type. Any “NO” responses noted below shall be accompanied with a statement explaining the observation(s). For each observation(s) provide a recommendation to correct the non-compliance. Observations identify areas of non-compliance and do require response (and action plans, if applicable). Positive observations may be general or specific and may be suitable for replication across the agency as good practices.

**GSAM 542.15 – Contractor Performance Information
GSAM 542.1503-71 – Information to collect**

Timeliness of delivery or performance	Yes	No	NA
(1) Adherence to contract delivery schedules.			
(2) Resolution of delays.			
(3) Number of “show cause” letters and “cure notices” issued.			
(4) Number of delinquent deliveries.			
(5) Number of contract extensions resulting from contractor-caused delays.			
(6) Timely submission or performance or required tests.			
(7) Other.			
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

Conformance of product or service to contract requirements	Yes	No	NA
(1) Quality of workmanship.			
(2) Reliability.			
(3) Adequacy of correction of defects.			
(4) Number of safety defects.			
(5) Number of product rejections.			
(6) Results of laboratory tests.			
(7) Number and extent of warranty problems.			
(8) Other.			
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			



Customer comments	Num	Qty	NA
(1) Number and quality of positive comments.			
(2) Number and nature of complaints.			
(3) Adequacy of resolving customer complaints.			
(4) Other.			
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

Terminations for default	Yes	No	NA
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

On-the-job safety performance record, including the number of lost or restricted workdays due to occupational injuries in comparison to the national average	Yes	No	NA
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

Adequacy of contractor's quality assurance system	Yes	No	NA
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

Compliance with other key contract provisions	Yes	No	NA
(1) Subcontracting program			
(2) Labor standards			
(3) Safety standards.			
(4) Reporting requirements			
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			



Exhibiting customer-oriented behavior	Yes	No	NA
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

Other performance elements identified	Yes	No	NA
<u>Observations (specify item #):</u>			
<u>Recommendations:</u>			

Attachment B

Acronym List – TOR

Acronym	Definition
4Q	Fourth Quarter
AAR	After Action Report
AASBS	Assisted Acquisition Services Business Systems
ACAS	Assured Compliance Assessment Solution
ACIR	Automated Criminal Investigation Reporting System
ACO	Administrative Contracting Officer
ACOIC	Army Cyber Operations Integration Center
ACE	Analysis and Control Element
AF	Award Fee
AFDO	Award Fee Determining Official
AFDP	Award Fee Determination Plan
AFEB	Award Fee Evaluation Board
AMRT	Army Minimum Required Training
ANSI	American National Standards Institute
AO	Area of Operation
AOR	Area of Responsibility
APT	Advanced Persistent Threat
ARCYBER	United States Army Cyber Command
ART	Army Readiness Training
ASCC	Army Service Component Command
ASSIST	Assisted Services Shared Information System
AS&W	Attack Sensing and Warning
AT	Antiterrorism
ATCTS	Army Training Certification Tracking System
ATO	Authority to Operate
AV	Audio Visual
B2C2WG	Boards, Bureaus, Centers, Cells, and Working Groups
C2	Command and Control
CAB	Common Access Billets
CAC	Common Access Card
CAF	Contract Access Fee
CAS	Cost Accounting Standards
CCoE	Cyber Center of Excellence
CCIU	Computer Crimes Investigative Unit
CCMF	Cyber Combat Mission Force
CCOP	Cyber Common Operational Picture
CCIR	Commander's Critical Incident Requirements
CCMD	Combatant Command
CCRI	Command Cyber Readiness Inspection
CDO	Command Duty Officer

Acronym	Definition
CDV	
CEMA	Cyber Electromagnetic Activity
CENTCOM	United States Central Command
CFR	Code of Federal Regulations
CG	Commanding General
CI	Counterintelligence
CIP	Common Intelligence Picture
CIPE	Cyber Intelligence Preparation of the Environment
CIRM	Critical Infrastructure Risk Management
CISSP	Certified Information Systems Security Professional
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CLIN	Contract Line Item Number
CMF	Cyber Mission Force
CMRA	Contractor Manpower Reporting Application
CMT	Combat Mission Team
CND	Computer Network Defense
CO	Contracting Officer
COA	Course of Action
COD	Council of Directors
CONUS	Contiguous United States
CONOPS	Concept of Operations
COOP	Continuity of Operations
COP	Common Operational Picture
COR	Contracting Officer's Representative
COTS	Commercial Off-the-Shelf
CPD	Cyber Professional Development
CPAF	Cost-Plus-Award-Fee
CPFF	Cost-Plus-Fixed-Fee
CPARS	Contractor Performance Assessment Reporting System
CPI	Cost Performance Index
CRT	Cyber Response Team
CS	Contract Specialist
CSSP	Cybersecurity Service Provider
CTP	Consent to Purchase
CTR	Cyber Threat Report
CUB	Commander Update Brief
CVAMP	Core Vulnerability Assessment Program
DCAA	Defense Contract Audit Agency
DCMA	Defense Contract Management Agency
DCO	Defensive Cyberspace Operations
DCOD	Defensive Cyber Operations Directorate
DCO-IDM	Defensive Cyberspace Operations-Internal Defensive Measures
DEL	Deliverable

Acronym	Definition
DFARS	Defense Federal Acquisition Regulation Supplement
DIAP	Defense Intelligence Analysis Program
DISA	Defense Information Systems Agency
DNI	Digital Network Intelligence
DNR	Dialed Number Recognition
DoD	Department of Defense
DoDD	Department of Defense Directives
DODIN	Department of Defense Information Network
DoS	Department of State
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities, Policy
DR	Disaster Recover
DRRS-A	Defense Readiness Reporting System – Army
D/S	Disclosure Statement
DSSR	Department of State Standardized Regulations
DPQ	Desired Proposal Qualities
EAC	Estimated Cost at Completion
EEI	Essential Elements of Information
EEO	Equal Employment Opportunity
EIA	Electronic Industries Alliance
EIT	Electronic and Information Technology
email	Electronic mail
eMASS	Enterprise Mission Assurance Support Service
ePO	ePolicy Orchestrator
EST	Eastern Standard Time
ET	Eastern Time
ETC	Estimate to Completion
EUCOM	United States European Command
EV	Earned Value
EVM	Earned Value Management
EW	Electronic Warfare
F&MA	Forensic and Malware Analysis
FAR	Federal Acquisition Regulation
FCCM	Facilities Capital Cost of Money
FEDSIM	Federal Systems Integration and Management Center
FFIR	Friendly Force Information Requirements
FFP	Firm-Fixed-Price
FGGA	Fort Gordon, Georgia
FOIA	Freedom of Information Act
FP	Force Protection
FPCON	Force Protection Condition
FRAGO	Fragmentary Order
FSC	Federal Service Code
FSS	Federal Supply Schedule

Acronym	Definition
FST	Field Support Team
FTE	Full-Time Equivalent
FTR	Federal Travel Regulation
FY	Fiscal Year
G&A	General and Administrative
GACA	GSA Affiliated Customer Account
GFI	Government-Furnished Information
GFM	Global Force Management
GFP	Government-Furnished Property
GSA	General Services Administration
GSAM	General Services Administration Acquisition Manual
GSAR	General Services Administration Acquisition Regulation
GWAC	Government Wide Agency Contract
HBSS	Host Base Security System
HD	High Definition
HSAR	Department of Homeland Security Acquisition Regulation
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HUMINT	Human Intelligence
HW/SW	Hardware/Software
I&W	Indications and Warnings
IA	Interagency Agreement
IAT	Information Assurance Technical
IAVA	Information Assurance Vulnerability Alert
IAVM	Information Assurance Vulnerability Management
IAW	In Accordance With
IC	Intelligence Community
ICD	Intelligence Community Directive
ICS	Industrial Control Systems
ICT	Information and Communications Technology
IDIQ	Indefinite Delivery/Indefinite Quantity
IDS	Intrusion Detection System
IIR	Intelligence Information Report
ILR	Interagency Language Roundtable
IM	Incident Management
INTSUM	Intelligence Summary
IO	Information Operations
IP	Internet Protocol
IPB	Intelligence Preparation of the Battlefield
IPR	In-Process Review
IPS	Intrusion Prevention Services
IS	Information System
ISO	In Support Of
IT	Information Technology

Acronym	Definition
JCIDS	Joint Capability Integration and Development System
JEON	Joint Emerging Operational Need
JFHQ-C	Joint Force Headquarters – Cyber
JFHQ-DoDIN	Joint Force Headquarters – Department of Defense Information Network
JISE	Joint Intelligence Support Element
JOPP	Joint Operational Planning Process
JRSS	Joint Regional Security Stacks
JTR	Joint Travel Regulation
JUON	Joint Urgent Operational Need
KLE	Key Leader Engagement
KPQM	Key Personnel Qualification Matrix
LAN	Local Area Network
LD	Limited Rights Data
LE	Law Enforcement
LH	Labor Hour
MA	Multiple Award
MDEP	Management Decision Package
MDMP	Military Decision Making Process
MEF	Mission Effectiveness Function
MET	Mission Essential Task
MOA	Memorandum of Agreement
MOE	Measures of Effectiveness
MOP	Measures of Performance
MOU	Memorandum of Understanding
MOPP	Military Operational Planning Process
MPE	Mission Partner Environment
MPLS	Multi-Protocol Label Switching
MS	Microsoft
MSEL	Master Scenario Events List
MS	Microsoft
MSR	Monthly Status Report
MTT	Mobile Training Team
NAICS	North American Industry Classification System
NATO	North Atlantic Treaty Organization
NCTOC	National Security Agency Cybersecurity Threat Operations Center
NDA	Non-Disclosure Agreement
NDAA	National Defense Authorization Act
NETCOM	United States Army Network Enterprise Technology Command
NIAP	National Information Assurance Partnership
NIST	National Institute of Standards and Technology
NIR	Network Intrusion Report

Acronym	Definition
NLT	No Later Than
NMT	No More Than
NORTHCOM	United States Northern Command
NSA	National Security Agency
NSP	Not Separately Priced
NSS	National Security Systems
NTE	Not-to-Exceed
OASIS	One Acquisition Solution for Integrated Services
OCI	Organizational Conflict of Interest
OCO	Offensive Cyberspace Operations
OCONUS	Outside the Contiguous United States
ODC	Other Direct Costs
OH	Overhead
OPCON	Operational Control
OPLAN	Operation Plan
OPORD	Operation Order
OPSEC	Operations Security
OPT	Operational Planning Team
OSINT	Open Source Intelligence
PACOM	United States Indo-Pacific Command
PDF	Portable Document Format
PEO	Program Executive Office
PIA	Privacy Impact Assessment
PIR	Priority Intelligence Requirement
PIV	Personal Identity Verification
PM	Program/Project Manager
PMI	Project Management Institute
PMBOK	Project Management Body of Knowledge
PMP	Project Management Plan
PNR	Problem Notification Report
POA&M	Plan of Action and Milestones
POC	Point of Contact
POM	Program Objective Memorandum
PP	Protection Profiles
PPSM	Ports, Protocols, and Services Management
PPIRS	Past Performance Information Retrieval System
PS	Project Start
PSC	Product Service Code
PV	Planned Value
PWS	Performance Work Statement
Q&A	Question and Answer
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Plan

Acronym	Definition
QTY	Quantity
RA	Requiring Activity
RCC	Regional Cyber Center
RFI	Request for Information
RIP	Request to Initiate Purchase
RM	Requirements Management
RMDP	Risk Management Decision Package
SAP	Special Access Program
SAR	Special Access Required
SAT	Systems-approach-to-training
SCADA	Supervisory Control and Data Acquisition
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SECDEF	Secretary of Defense
SF	Standard Form
SIGDEV	Signals Intelligence Development
SIGINT	Signals Intelligence
SLA	Service Level Agreements
SMAD	Security Management Assessment Data
SME	Subject Matter Expert
SOC	Service Occupational Classifications
SOP	Standard Operating Procedure
SOUTHCOM	United States Southern Command
SPI	Schedule Performance Index
SPOT	Synchronized Predeployment and Operational Tracker
SRP/PPG	Soldier Readiness Program / Personnel Policy Guidance
STIG	Security Technical Implementation Guide
STO	Special Technical Operations
SW	Special Works
T&M	Time-and-Materials
TAA	Total Army Analysis
TAR	Travel Authorization Request
TARP	Threat Awareness And Reporting Program
TBD	To Be Determined
TDA	Table of Distribution and Allowance
TDY	Temporary Duty
TEB	Technical Evaluation Board
TM	Technical Monitor
TO	Task Order
TOA	Task Order Award
TOR	Task Order Request
TOS	Tracking and Ordering System
TPOC	Technical Point of Contact
TRO	Training and Readiness Oversight

Acronym	Definition
TTP	Tactics, Techniques, and Procedures
UDCI	Unauthorized Disclosures of Classified Information
U/FOUO	Unclassified/For Official Use Only
UR	Unlimited Rights
URL	Uniform Resource Locator
U.S.	United States
U.S.C.	United States Code
USCYBERCOM	United States Cyber Command
USSC	United States Sentencing Commission
UIC	Unit Identification Code
UR	Unlimited Rights
VAC	Variance at Completion
WARNORD	Warning Order
WBS	Work Breakdown Structure
XML	Extensible Markup Language

CLIN	CLIN TYPE	COST OVERRUN CEILING	ESTIMATED COST	ESTIMATED BASE FEE or FIXED FEE	ESTIMATED AWARD FEE	TOTAL ESTIMATED	FUNDED COST
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0002	TRAVEL		\$ -			\$ -	\$ -
0003	TOOLS		\$ -	\$ -		\$ -	#DIV/0!
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Note: The amounts in Columns Q - S represent the actual rate of fee and may appear as follows:
 ---Facilities Capital Cost of Money (FCCoM)
 ---blended fee rates as a result of different fee on prime and sub costs

INSTRUCTIONS -- Fill in only the Columns/colors per instructions below. Do not

- Columns D, E and F are filled in using dollar values from Section B (any ceiling decreases, increases, or realignments). Please try to avoid
- Column L is used to obligate/deobligate incremental funding. Continue to use the same numbers as in the previous block.
 ---Changing numbers in this block will automatically adjust costs
 ---Incremental Funding MUST be obligated/deobligated with prime costs
- Column M is ONLY used to deobligate "lost" award fee. Continue to use the same numbers as in the previous block.
 ---Note that this amount WILL differ from the "lost" amount from the previous block
 ---These numbers should be entered as positive; example - enter 1000000
- Column N is ONLY used to deobligate any excess CPAF Funded Costs. Continue to use the same numbers as in the previous block.
 ---These numbers should be entered as positive; example - enter 1000000
- Columns C and O are used for Cost Overrun (cost incurred above ceiling)

- 6 Before each Modification, create a copy of the most current worksh
modification changes in the new Tab. DO NOT alter anything in the
- 7 Rename the new tab with the modification number, then input your c
- 8 Make sure that window in word document is displaying Columns A
- 9 Do NOT delete any column or row because it will impact the formu

FUNDED BASE FEE or FIXED FEE	FUNDED AWARD FEE	TOTAL FUNDED	ADD/REMOVE INCREMENTAL FUNDING	AMOUNT of LOST AWARD FEE	AMOUNT REMOVED from COST & BASE FEE FUNDING after POP (CPAF only)	ADD COST OVERRUN FUNDING
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or to vary from negotiated rates due to:

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 proper proportions of cost and fee!
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; previous modification's worksheet.

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las. If you must, right click the column and select hide to take the column out of view.

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**AWARD FEE DETERMINATION PLAN (AFDP)
for
United States Army Cyber Command
Cyberspace Operations Support
47QFCA18F0059**

This AFDP is applicable to Period One (January 02, 2019 – January 01, 2020)

SECTION 1: INTRODUCTION

This Award Fee Determination Plan (AFDP) provides procedures for evaluating the contractor's performance on the United States Army Cyber Command (ARCYBER) Task Order (TO) on a Cost-Plus-Award-Fee (CPAF) basis for TO (47QFCA18F0059). A Quality Assurance Surveillance Plan (QASP) is required under Federal Acquisition Regulation (FAR) 46.401; this AFDP replaces the QASP for the work performed on a CPAF basis. The AFDP may be revised unilaterally by the Government at any time during the period of performance. The Government will make every attempt to provide changes to the contractor 15 workdays prior to the start of the evaluation period to which the change will apply. The AFDP may be re-evaluated each evaluation period with input from the contractor. The award fee objective for this TO is to afford the contractor the opportunity to earn award fee commensurate with optimum performance:

- a. By providing a workable AFDP with a high probability of successful implementation.
- b. By clearly communicating evaluation procedures that provide effective two-way communication between the contractor and the Government.
- c. By focusing the contractor on areas of greatest importance in order to motivate outstanding performance.

The amount of award fee earned and payable to the contractor for achieving specified levels of performance will be determined by the Award Fee Determination Official (AFDO), with the assistance of the Award Fee Evaluation Board (AFEB), per this AFDP. The maximum fee payable for any period is 100 percent of the Award Fee Pool Allocation. The contractor may earn all, part, or none of the award fee allocated to an evaluation period.

Standard terms used in the AFDP are:

- a. Award Fee Pool: The maximum award fee pool established at award.
- b. Award Fee Pool Allocation: The amount of the award fee pool that is allocated and potentially earned from the award fee pool for the specific award fee period subject to the AFDP.

SECTION 2: EVALUATION PERIODS

The Government will evaluate contractor performance every six months to determine award fee payment. Each CPAF labor Contract Line Item Number (CLIN) will contain two distinct Award Fee Evaluation Periods for a twelve-month period. Mid-Period reviews will be scheduled concurrent with in-process reviews as practicable.

Award Fee Evaluation Periods

CLIN(s)	PERIOD	Award Fee Evaluation Period Dates (Month Day, Year)
X001	1	January 02, 2019 – June 01, 2019
X001	2	June 02, 2019 – January 01, 2020
X001	3	January 02, 2020 – June 01, 2020
X001	4	June 02, 2020 – January 01, 2021
X001	5	January 02, 2021 – June 01, 2021
X001	6	June 02, 2021 – January 01, 2022
X001	7	January 02, 2022 – June 01, 2022
X001	8	June 02, 2022 – January 01, 2023
X001	9	January 02, 2023 – June 01, 2023
X001	10	June 02, 2023 – January 01, 2024

The Award Fee Evaluation Periods may be changed at the unilateral discretion of the Government.

SECTION 3: AWARD FEE POOL ALLOCATION FORMULA

3.1 Maximum Award Fee

The maximum Award Fee Pool for TO 47QFCA18F0059 over the life of the TO is \$[Insert upon award].

The maximum Award Fee Pool Allocation determined for each period shall never exceed the matching proportional amount of Award Fee listed in TO Section B CLIN for the applicable period of performance.

3.2 Allowable Award Fee Pool Allocation Methods

There are two methods to determine the maximum Award Fee Pool Allocation for each period. The FEDSIM CO and COR should determine the best method of award fee allocation prior to the start of each award fee period.

3.2.1 Incurred Cost

Projects with variable levels of effort and surging levels of support shall be based on the incurred cost allocation methodology for the award fee period. Incurred cost data shall be provided by the contractor after the end of the Award Fee Evaluation Period, as calculated and reported by the contractor's approved Cost Accounting System. Invoiced cost shall not be used unless incurred cost is not available.

3.2.2 Planned Value

If there is a consistent budget and level of effort, the FEDSIM CO and COR may elect to switch to the Planned Value Allocation method in subsequent award fee evaluation periods. Prior to the start of an Award Fee Evaluation Period, the AFDP is incorporated into the TO by modification, identifying in Section 4 and Section 8:

- a. Planned Cost for the Award Fee Evaluation Period (Section 4).
- b. Cost Control Criteria (Section 8).
- c. Service Level Agreements (SLAs) on Cost Control encouraging reductions in cost to achieve higher award fee and/or higher return on sale (Section 8).

3.3 Prohibited Award Fee Pool Allocation Methods

3.3.1 Funded Cost

Funded cost will inherently exceed incurred cost. Award Fee Pool Allocations based on the funded cost would artificially increase the total effective award fee percentage higher than the negotiated amount at award. Funded cost shall never be utilized.

3.3.2 Estimated Cost

Estimated costs at award will inherently exceed incurred cost. Award Fee Pool Allocations based on the estimated cost would artificially increase the total award fee percentage higher than the negotiated amount at award. Estimated cost shall never be utilized.

3.3.3 Equal Distribution

Equal distribution of the maximum Award Fee Pool inherently deviates from the award fee percentage negotiated at award. Planned value and incurred cost are superior methodologies to provide a consistent and fair Award Fee Pool Allocation. Equal distribution shall never be utilized.

3.3.4 Weighted Distribution

Weighted distribution of the maximum Award Fee Pool inherently deviates from the award fee percentage negotiated at award. Planned Value and Incurred Cost are superior methodologies to provide a consistent and fair Award Fee Pool Allocation that correspond inherently to high levels of effort. Weighted distribution shall never be utilized.

3.4 First Award Fee Evaluation Period

The first Award Fee Evaluation Period for all CPAF awards will default to utilizing incurred cost to determine the Award Fee Pool Allocation. Transition activities inherently introduce level of effort variation. A Planned Value cannot be determined prior to award. In certain circumstances (e.g., when level of effort is consistent), subsequent Award Fee Evaluation Periods may use Planned Value as an alternative.

SECTION 4: AWARD FEE RESULTS REPORTING

4.1 Initial Award Fee Evaluation Period

The Award Fee Planned Value/Results Reporting Table is completed after the end of the first Award Fee Evaluation Period. The fields to be completed are Cost Incurred Amount (\$), Award Fee Pool Allocation Amount (\$), Earned Award Fee (%), Earned Award Fee Amount (\$), and Unearned Fee Amount (\$).

4.2 Second and Subsequent Award Fee Evaluation Period

If the Award Fee Pool Allocation methodology is progressing from Incurred Cost to Planned Value, the Planned Value Amount and the Anticipated Funded Cost shall be recorded in the table below prior to the start of the section evaluation period.

The Available Award Fee Pool Allocation Amount, Earned Fee Percent and Amount, and Unearned Fee Amount are completed after each award fee period to record results. If Planned Value allocation was not used, the default Cost Incurred will be reported at the end of the award fee period.

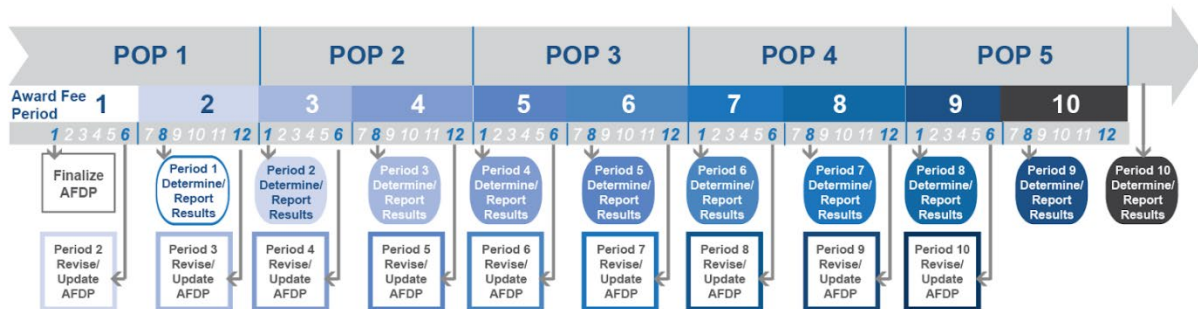
Award Fee Reporting Table for Incurred Cost

Period of Performance	Award Fee Evaluation Period	Cost Incurred Amount (\$)	Award Fee Pool Allocation Amount (\$)	Earned Award Fee Percent (%)	Earned Award Fee Amount (\$)	Unearned Award Fee Amount (\$) (Lost Award Fee)
Base Period	1					
Base Period	2					
First Option Period	3					
First Option Period	4					
Second Option Period	5					
Second Option Period	6					
Third Option Period	7					
Third Option Period	8					

Period of Performance	Award Fee Evaluation Period	Cost Incurred Amount (\$)	Award Fee Pool Allocation Amount (\$)	Earned Award Fee Percent (%)	Earned Award Fee Amount (\$)	Unearned Award Fee Amount (\$) (Lost Award Fee)
Fourth Option Period	9					
Fourth Option Period	10					

Timeline for Updating AFDP and Reporting Results

Cost Plus Award Fee Process



SECTION 5: AWARD FEE EVALUATION RATINGS

The following table shows the Award Fee Pool Allocation percentage by scores. The definition for each rating adjective is provided below.

Award Fee Pool Allocation Rating/Percentage

Adjectival Rating	Percentage of Fee
Excellent	91%-100%
Very Good	76%-90%
Good	51%-75%
Satisfactory	No Greater than 50%
Unsatisfactory	0%

The performance categories, once graded, describe the overall customer satisfaction with the tasks' key indicators. Contained in the ratings is a word picture of standards that allows each Performance Monitor to work from a common grading scale.

EXCELLENT

Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the AFDP for the award-fee evaluation period.

VERY GOOD

Contractor has exceeded many of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.

GOOD

Contractor has exceeded some of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.

SATISFACTORY

Contractor has met overall, cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award fee evaluation period.

UNSATISFACTORY

Contractor has failed to meet overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the award-fee plan for the award-fee evaluation period.

SECTION 6: ORGANIZATIONAL STRUCTURE OF AWARD FEE DETERMINATION

6.1 Award Fee Determination Official (AFDO)

The AFDO is the Federal Systems Integration and Management Center (FEDSIM) Group Manager. The FEDSIM Contracting Officer (CO) will appoint the AFDO in writing.

The AFDO's responsibilities are:

- Approve the AFDP and authorize any changes to the AFDP throughout the life of the TO.
- Approve the members of the AFEB and appoint the AFEB Chairperson.
- Review assessments of contractor performance. Feedback coordinated with the AFEB will be provided to the contractor as appropriate during the evaluation period to enhance overall performance and minimize problems.
- Determine the amount of award fee the contractor has earned based on its performance during each evaluation period.

6.2 Award Fee Evaluation Board (AFEB)

The AFEB has a Chairperson, Client Representatives, and/or Technical Point(s) of Contact (TPOCs). Other voting members of the AFEB are the FEDSIM Contracting Officer's Representative (COR) and representatives from the Client Organization. The FEDSIM CO is a non-voting advisory member of the AFEB. Additional non-voting board members may be Performance Monitors as deemed appropriate by the AFEB Chairperson. The following table provides the title or role of the individuals that are members of the AFEB. Substitutions are permitted in the event of a schedule conflict, subject to approval by the AFEB Chairperson. Attendance of the non-voting members is not required to convene the AFEB.

AFEB Members

Board Position	Name and Title
AFEB Chairperson*	<i>Name, Title/Role, Client Organization</i>
AFEB Voting Member	<i>Name, Title/Role, Client Organization</i>
AFEB Voting Member	<i>Name, Title/Role, Client Organization</i>
AFEB Voting Member **	<i>Name, Title/Role, Client Organization</i>
AFEB Voting Member **	<i>Name, Title/Role, Client Organization</i>
AFEB Voting Member	<i>Name, FEDSIM COR</i>
AFEB Non-Voting Member	<i>Name, FEDSIM CO</i>
AFEB Non-Voting Member(s)	<i>Name, Title/Role, Client Organization</i>

*The AFEB Chairperson is typically a client held role. However in specific situations where the client is unable to fill this role, the FEDSIM COR may fill the Chairperson role.

**Optional seats. The AFEB Chairperson may appoint as many AFEB Voting members as desired but must have three voting members in addition to the Chairperson.

Non-voting members will participate in AFEB assessments of Performance Monitor evaluations and discussions of award fee recommendations. Additionally, non-voting members are allowed to submit written reports on contractor performance to the AFEB for its consideration.

The responsibilities of the AFEB are:

- a. Recommend to the AFDO the specific elements upon which the contractor will be evaluated for each evaluation period.
- b. Request and obtain performance information from Performance Monitors involved in observing contractor performance.
- c. Evaluate the contractor's performance and summarize its findings and recommendations for the AFDO.
- d. Recommend to the AFDO the percentage of award fee available during an evaluation period which the contractor should receive.

6.2.1 AFEB Chairperson

The responsibilities of the AFEB Chairperson are to:

- a. Conduct AFEB meetings.
- b. Resolve any inconsistencies in the AFEB evaluations.
- c. Ensure AFEB recommendations to the AFDO are timely and made in accordance with the Award Fee Agreement and this AFDP.
- d. Ensure timely payment of award fee earned by the contractor.
- e. Recommend any changes to the AFDP to the AFDO.
- f. Ensure and have overall responsibility for the proper execution of the AFDP including managing the activities of the AFEB.
- g. Exert overall responsibility for all documents and activities associated with the AFEB.
- h. Maintain the award fee files, including current copy of the AFDP, any internal procedures, Performance Monitors' reports, and any other documentation having a bearing on the AFDO's award fee decisions.

6.2.2 Performance Monitors

Government and TO support personnel will be identified by the AFEB Chairperson as Performance Monitors to aid the AFEB in making its recommendation for award fee. Performance Monitors, responsible for the technical administration of specific tasks issued under the contract, document the contractor's performance against evaluation criteria in assigned evaluation areas(s). The primary responsibilities of the Performance Monitors include:

- a. Monitoring, evaluating, and assessing contractor performance in assigned areas.
- b. Preparing evaluation reports (scorecards) that ensure a fair and accurate portrayal of the contractor's performance.
- c. Recommending changes to the AFDP to the AFEB Chairperson.

These Performance Monitors will submit written reports, as required by the AFEB Chairperson, on the contractor's performance to the AFEB for consideration. Submission of reports will be coordinated through the AFEB Chairperson. Procedures and instructions for the Performance Monitors regarding midterm and final evaluations are provided below. The final report will be comprehensive and will be completed and submitted to the AFEB Chairperson in a timely manner.

SECTION 7: AWARD FEE DETERMINATION PROCESS

The contractor shall begin each evaluation period with zero percent of the available award fee and earn award fee based on performance during the evaluation period.

7.1 Monitoring and Assessing Performance

The AFEB Chairperson will assign Performance Monitors for the major performance areas. The Performance Monitors will be selected on the basis of expertise in the prescribed performance areas and/or association with specific technical tasks. The AFEB Chairperson may assign and change Performance Monitors assignments at any time without notice to the contractor. The AFEB Chairperson will ensure that each Performance Monitor and board member has copies of the TO and all modifications, a copy of this AFDP, and all changes and specific instructions for assigned areas.

Performance Monitors will conduct assessments of the contractor performance in their assigned areas. Feedback coordinated with the AFEB Chairperson will be provided to the contractor as appropriate during the evaluation period to enhance overall performance and minimize problems.

7.1.1 Instructions for Performance Monitors

Performance Monitors will maintain a periodic written record of the contractor's performance, including inputs from other Government personnel, in the evaluation areas of responsibility. Performance Monitors will retain informal records used to prepare evaluation reports for 12 months after the completion of an evaluation period to support any inquiries made by the AFDO. Performance Monitors will conduct assessments in an open, objective, and cooperative spirit, so that a fair and accurate evaluation is made. Performance Monitors will make every effort to be consistent from period to period in their approach to determine recommended ratings. Positive accomplishments should be emphasized just as readily as negative ones.

- a. Performance Monitor Evaluation Reports. Performance Monitors will prepare midterm and final evaluation reports for each evaluation period during which they are Performance Monitors. The final reports will be more comprehensive. The reports, as a minimum, will contain the following information:
 1. The criteria and methods used to evaluate the contractor's performance during the evaluation period.
 2. The technical, economic, and schedule environment under which the contractor was required to perform. What effect did the environment have on the contractor's performance?
 3. The contractor's major strengths and weaknesses during the evaluation period. Give examples of the contractor performance for each strength and weakness listed. Also provide the reference in the specification, statement of work, data requirement, TO, etc. that relates to each strength or weakness.
 4. A recommended rating for the evaluation period using the adjectives and definitions set forth in this AFDP. Provide concrete examples of the contractor's performance to support the recommended rating.

7.2 Exclusions

Throughout the entire evaluation period, the contractor shall present and document any exclusion to the period of performance, due to circumstances beyond the control of the contractor, to the AFEB Chairperson within ten days of the end of the award fee period. The Performance Monitors should present the exclusions (if any) to the AFEB. If necessary, the AFEB will ask the contractor to present its case. The AFEB, in conjunction with the FEDSIM CO, will make a unilateral decision as to the exclusion from the evaluation.

7.3 Contractor Monthly Performance Reports

The contractor shall prepare Monthly Performance Reports that contain data that can be used to compare against the Performance Standards stated in this AFDP. All Monthly Performance Reports, including the raw data, shall be provided to the designated Performance Monitors.

Performance Monitors will collect the Monthly Performance Reports from the contractor, which they will review and analyze for accuracy and, if required, provide an oral or written summary to the AFEB.

7.4 Midterm Evaluation Procedures

The purpose of the midterm evaluation is to provide the contractor a quick, concise, interim Government review of contractor performance, and provide the contractor an opportunity to improve its performance prior to the determination of award fee earned at the end of the evaluation period. No award fee is paid based on midterm evaluations.

7.5 Final Evaluation Reports

The Performance Monitors will provide evaluations for the entire six-month evaluation period. Performance Monitors will submit final evaluation reports after the end date of the evaluation period to the AFEB Chairperson.

7.6 Contractor Self-Evaluation Presentation

The contractor may prepare a written self-assessment against the AFDP, along with the option of presenting the results to the AFEB upon request. This presentation should last no longer than one hour. If necessary, a subsequent question and answer session is permissible.

7.7 AFEB Meeting and Memorandum to the AFDO

The AFEB, after receipt of the contractor's self-evaluation, will meet and evaluate all performance information it has obtained. The AFEB will review the Performance Monitors' reports and prepare an Award Fee Evaluation Report. The Award Fee Evaluation Report will be a memorandum to the AFDO with the AFEB's recommendation.

7.8 AFEB Final Report

After meeting with the contractor, the AFEB will finalize the report and present it to the AFDO. The report will recommend the award fee amount and any unresolved contractor issues to the AFDO.

7.9 Issuing Award Fee Determination Report

The AFDO will consider the final AFEB report and ensure compliance with the AFDP. The AFDO may accept, reject, or modify the AFEB recommendation. The AFDO will make the final determination of the award fee earned during the period. The AFDO's determination of the amount of award fee earned and the basis of the determination will be stated in an Award Fee Determination Report and forwarded to the FEDSIM CO for the TO file via modification.

7.10 Award Fee Determination Notice

The FEDSIM CO will prepare this notice to the contractor stating the amount of the award fee earned for the evaluation period. The contractor shall invoice after accepting the modification including the award fee determination and any corresponding deobligation of unearned fee.

7.11 Failure to Conduct Timely Award Fee Determinations

The Government will complete all Award Fee Determinations within 45 days of the end of the Award Fee Evaluation Period. If the Government continuously fails to complete the Award Fee Determination within 45 days, the task order may be converted to a Cost-Plus-Fixed-Fee at the discretion of FEDSIM CO. If the task order is converted to Cost-Plus-Fixed-Fee, the fixed fee amount will be the same percentage as negotiated for award fee (limited by the statutory limit of ten percent).

SECTION 8: EVALUATION CRITERIA AND WEIGHTS

The AFDP consists of award fee provisions for four distinct areas. The award fee areas are broken down as follows:

Award Fee Areas

Weight	Evaluation Criteria
25%	Criteria 1 – Program Management
40%	Criteria 2 – Technical Effectiveness
25%	Criteria 3 – Cost Control
10%	Criteria 4 – Staffing / Personnel
100%	Total

The criteria and weights provided above and discussed in detail below are guidelines to be used in evaluating these areas to determine the appropriate award fee. The criteria and relative percentages may be adjusted for subsequent award fee periods. Members of the AFEB and working group will use the following examples of criteria to evaluate the contractor's performance during each award fee evaluation period.

Performance Metrics (Appendix 1) and other subjective criteria may be revised for subsequent award fee periods. Those future metrics will be developed jointly by the contractor and Government and may replace some or all of the criteria listed below. The Government has the final responsibility for determining which metrics will be incorporated.

8.1 Criteria 1: Program Management – 25%

- How effective was the contractor in executing its transition-in plan?
- How effective was the contractor in meeting or exceeding the metrics identified in Appendix 1? In addition, how effective was the contractor in resolving issues when not meeting the metrics identified in Appendix 1?
- How effective was the contractor's ability to foresee, and mitigate or avoid problems?
- How effective was the contractor in facilitating collaboration and coordination to increase the effectiveness of performance within the organization and externally with its mission partners?
- How effective was the contractor in developing proactive solutions for the relocation to Fort Gordon, GA?

8.2 Criteria 2: Technical Effectiveness – 40%

- How effective was the contractor in meeting or exceeding the metrics identified in Appendix 1? In addition, how effective was the contractor in resolving issues when not meeting the metrics identified in Appendix 1?
- How effective was the contractor proactively communicating issues/challenges in performance? How effective was the contractor in providing alternatives to meet changing or surge requirements?

- c. How proactive and effective is the contractor with identifying, managing and resolving risks?
- d. How proactive and effective was the contractor in providing new, innovative solutions in terms of process or automation to drive operational service delivery efficiencies (cost and performance) without disrupting current operations?

8.3 Criteria 3: Cost Control – 25%

- a. How effective did the contractor forecast costs for the period of performance of the task order, individual projects, individual requests to initiate purchase and individual travel authorization requests?
- b. How well did the contractor provide timely and accurate financial reporting, to include contract costs and hours expended against annual work plan tasks (by CLINs), and timely accurate reports of expenditures against baseline with trend analysis to anticipate possible cost overruns or to discover efficiencies?
- c. How effective was the contractor in providing accurate and clear invoices and avoiding non-allowable costs?
- d. How effective are the contractor's actions to identify and reduce costs as it relates to the execution of the task order?

8.4 Criteria 4: Staffing / Personnel Management – 10%

- a. How effective was the contractor in rapidly acquiring qualified personnel to support the tasks?
- b. How proactive was the contractor in identifying inefficiencies (i.e. excess labor, redundancies, etc.) in the labor workforce and implementing beneficial alternatives to resolve issues?
- c. How proactive is the contractor in keeping personnel current in the fields of focus and expertise, identifying workforce skills and qualifications gaps and implementing workforce improvements across the TO?



Appendix 1 – Performance Metrics



PWS Ref.	Performance Requirement	Performance Measurement	Method of Assessment
N/A	Nondisclosure Agreements. <ul style="list-style-type: none">a. NDAs are signed prior to contractor beginning work on the contract.b. Annual Self- Certification updates are submitted to the CO.	Meets: <ul style="list-style-type: none">- 100% signed prior to contractor beginning work on the contract.- 100% Annual Self- Certification updates are submitted to the CO.	Periodic Surveillance
N/A	Personnel in-processing <ul style="list-style-type: none">a. Submit security briefing for new/outgoing personnel to allow access to classified informationb. Clearance verificationc. Contractor verification systemsd. Personnel certifications	Meets: <ul style="list-style-type: none">- 100% accurate and in accordance with U.S. Government and contractor corporate briefing requirements.- No delay in processing of outgoing personnel due to security briefing requirements.- 100% personnel shall be certified IAW applicable Army and DoD policies and regulations.	Periodic Surveillance
All tasks	Communicate staffing status changes to Technical Point of Contact and Contracting Officer Representative (TPOC/COR). <ul style="list-style-type: none">a. Notification made within four days of changeb. Notify TPOC/COR within 1 business day of any addition or departure of a contract employee	Meets: <ul style="list-style-type: none">- Notifications made within prescribed requirements Exceeds: <ul style="list-style-type: none">- Notifications exceed prescribed requirements	Periodic Surveillance
All tasks	Document, update and enhance processes and procedures. <ul style="list-style-type: none">a. Applications documented IAW directed documentation standards	Meets: <ul style="list-style-type: none">- No more than two re-writes- Completed on schedule IAW section (at least once per year and whenever there is a change to Regulation or Policy) Exceeds: <ul style="list-style-type: none">- No re-writes required- Completed on schedule IAW section (at least once per year and whenever there is a change to Regulation or Policy)	Periodic Surveillance /Annual review
C.5.1.9	Document Continuity of Operations (COOP) plans and procedures. <ul style="list-style-type: none">a. Documentation generated IAW Standards	Meets: <ul style="list-style-type: none">- No more than two re-writes required per award fee period Exceeds: <ul style="list-style-type: none">- No re-writes required	Periodic Surveillance
C.5.3	Intelligence Products <ul style="list-style-type: none">a. Products demonstrate awareness of diplomatic, military,	Meets: <ul style="list-style-type: none">- NMT 2 reported issues with products/briefings	Periodic/Daily Surveillance

	<p>social, economic, Intelligence and infrastructural, scientific, and technical developments within assigned areas in order to conduct effective, time sensitive analysis and targeting</p> <p>b. Products demonstrate thorough analysis and integration from numerous sources into the overall intelligence support to cyberspace processes and incorporate relevant material into reports, estimates, and presentations.</p> <p>c. Demonstrate exchanges with subordinate and higher agencies to maintain situational awareness to support service and joint common operations. Produce social network analysis of threat entities to facilitate order of battle and template creation.</p> <p>d. Demonstrate human factor and organizational analysis on cyber threat entities.</p> <p>e. Relevant trends and statistics of cyber threat organizations/personnel to provide indications and warnings of malicious cyber activity throughout Army networks and the Department of Defense Information Network.</p> <p>f. Demonstrates ability to produce contacts with counterparts in other agencies and organizations that have related or complementary missions and conduct intelligence and technical exchanges and meetings.</p> <p>g. Demonstrates participation in working groups to capture reporting criteria and formatting styles used to ensure applicability and appropriateness to the reporting architecture and processes.</p> <p>h. Reflects current state of cyber threat activity with an emphasis on impact to the Army.</p> <p>i. Demonstrates use of appropriate databases and repositories. Develop Phase 2 Network Intrusion Reports (NIR) for all events mandated by AR 25-2.</p> <p>j. Demonstrates relevance in cyberspace operations Doctrine, Regulations, publications, and other documents.</p> <p>k. Products demonstrate personnel are highly skilled and trained in the functional area</p>	<p>within an award fee period. Products assessed based on current G2 framework and standards.</p> <p>Exceeds:</p> <ul style="list-style-type: none"> - No reported issues with products/briefings within the Award Fee Period - Consistently exceed performance requirements thresholds 	
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FEDSIM is a Client Support Center housed within GSA, FAS, AAS.

C.5.3	Intelligence Support <ol style="list-style-type: none"> Situation awareness of trends and activities Contributing to the body of knowledge Effective reporting of information Task tracking Crisis response and mitigation techniques Proactive analysis of threat indicators and other intelligence information Recommendation for response actions 	Meets: <ul style="list-style-type: none"> Reporting and briefings reflect relevant analysis and reflect proper grammar/punctuation Intelligence databases are up to date Tasks are documented within specified timelines and accurately tracked and updated Reporting is consistently on time and accurate Response actions demonstrate understanding of technical environment NMT two issues per award fee period identified Exceeds: <ul style="list-style-type: none"> No reported issues within the Award Fee Period Consistently exceed performance requirements thresholds 	Periodic/Daily Surveillance
C.5.3	Intelligence System Support <ol style="list-style-type: none"> Report and troubleshoot system issues 	Meets: <ul style="list-style-type: none"> System issues reported in specified timelines Issues resolved within specified timelines Exceeds: <ul style="list-style-type: none"> No reported issues within the Award Fee Period Consistently exceed performance requirements thresholds 	
C.5.3	Training Surveys <ol style="list-style-type: none"> Contractor provides training support as required in C.5.3.9. Contractor instructor led training requires surveys to be distributed after course completion. Surveys are validated by TPOC/TM and results are provided to the TPOC/TM. 	Meets: <ul style="list-style-type: none"> Participants surveys reflect positive learning experience and feedback (at least 80% or higher). Exceeds: <ul style="list-style-type: none"> Participants surveys reflect positive learning experience and feedback (at least 90% or higher). 	
C.5.4	Support Cybersecurity Service Provider (CSSP) accreditation. <ol style="list-style-type: none"> Ensures operations are conducted IAW CSSP accreditation, AR 380-53, and other policies and procedures. Prepare for up to 4 inspections a year 	Meets: <ul style="list-style-type: none"> 100% passing final inspections NMT 2 remedies required in random audit inspections Exceeds: <ul style="list-style-type: none"> 100% passing pre-audit and final inspections 	Periodic Surveillance
C.5.4	Exercises on Disaster Recover (DR) and COOP capability.	Meets: <ul style="list-style-type: none"> Readiness score is positive with few mitigations Exceeds:	Periodic Surveillance

		- Readiness score are positive with no mitigations	
C.5.4	Training program <ol style="list-style-type: none"> Training program accurately reflects the current DCO role and responsibilities; testing materials accurately measure the skills/knowledge of the personnel role Training program is tested and verified by Government technical monitor Training conducted once every award fee period 	Meets: <ul style="list-style-type: none"> Greater than 85% of personnel receive 90% or higher in testing scores Exceeds: <ul style="list-style-type: none"> Greater than 95% of personnel receive 90% or higher in testing scores 	Periodic Surveillance
C.5.4	DCO Reporting <ol style="list-style-type: none"> Reporting and coordinating incidents (e.g., law enforcement and counterintelligence agencies. Perform DCO duties in reporting timelines 	Meets: <ul style="list-style-type: none"> NMT 2 issues documented (per AF period) on failure to meet reporting timelines NMT 2 issues documented (per AF period) on failure to track or report information (quality and accuracy) Exceeds: <ul style="list-style-type: none"> No issues documented (per AF period) on failure to meet reporting timelines No issues documented (per AF period) on failure to track or report information (quality and accuracy) 	Periodic Surveillance
C.5.4	DCO Synchronization <ol style="list-style-type: none"> Synchronizing operations (internal and external) Track, prepare or brief daily reports/items per guidance. Recommend/improve Operational TTPs as needed. 	Meets: <ul style="list-style-type: none"> NMT 2 issues/re-writes documented (per AF period) on failure to brief incidents adequately NMT 2 issues/re-writes documented (per AF period) on failure to update TTPs as required Exceeds: <ul style="list-style-type: none"> No issues/re-writes documented (per AF period) on failure to brief incidents adequately No issues/re-writes documented (per AF period) on failure to update TTPs as required 	Periodic/Daily Surveillance
C.5.4	Incident Management <ol style="list-style-type: none"> Coordinate/synchronize DCO day to day actions on received or published reports IAW TTPS. Prepare, update and brief incidents/DCO issues as requested or needed. Submit, track and maintain DCO taskers to the field. Facilitate process improvements or required changes 	Meets: <ul style="list-style-type: none"> NMT 2 issues/re-writes documented (per AF period) on failure to brief incidents adequately NMT 2 issues documented (per AF period) on failure to track DCO taskers Exceeds: <ul style="list-style-type: none"> No issues/re-writes documented (per AF period) on 	Periodic/Daily Surveillance

	identified and addressed	failure to brief incidents adequately - No issues documented (per AF period) on failure to track DCO taskers - Process improvements facilitated	
C.5.4	Attack, Sensing and Warning (AS&W) a. Report, coordinate and synchronize IH actions for potential/confirmed intrusions immediately upon identification per guidance. b. Identify and report potential/confirmed PII incidents immediately. c. Conduct QA of tickets and provide updates for priority incidents; address and work opened/closed incidents more than 2 wks old IAW with guidance. d. Prepare and brief open incidents daily per TTP.	Meets: - NMT 2 issues/re-writes documented (per AF period) on failure to report or brief incidents - NMT 2 issues documented (per AF period) on failure to address open/closed incidents more than 2 weeks old Exceeds: - No issues/re-writes documented (per AF period) on failure to report or brief incidents - No issues documented (per AF period) on failure to address open/closed incidents more than 2 weeks old - Consistently exceed performance requirements thresholds	Periodic/Daily Surveillance
C.5.4	Cyber Response Team (CRT) a. Provide bi weekly and monthly trends of top network activity (country, IPS, ports, activity, etc.) being correlated within cyber tools. b. Conduct daily open source research to identify potential or confirmed new vulnerabilities (i.e. Zero- day), identify detection capabilities and report to team IAW reporting procedures. c. Conduct daily checks of data feeds and report any issues. d. Facilitate and develop signatures as appropriate IAW signature work group procedures. e. Develop Signatures and dashboards to monitor threat activity as needed. f. Conduct global correlation per guidance.	Meets: - NMT 2 issues/re-writes documented (per AF period) on failure to report or brief incidents - NMT 2 issues documented (per AF period) on failure to address open/closed incidents more than 2 weeks old Exceeds: - No issues/re-writes documented (per AF period) on failure to report or brief incidents - No issues documented (per AF period) on failure to address open/closed incidents more than 2 weeks old - Consistently exceed performance requirements thresholds	Periodic/Daily Surveillance
C.5.4	Malware Analysis Support to ACOIC and DCODs. a. Conduct malware analysis of suspect malicious code used in incident for purposes of Defensive Cyber Operations as defined below and/or within applicable Army Cyber SOPs, TTPS, guidance, etc.	Meets: - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period Exceeds:	Periodic/Daily Surveillance

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	<ul style="list-style-type: none"> b. 100% of all time periods applied toward measurable criteria must be properly documented within case file/notes in order to easily determine level of performance against criteria. c. 94% of cases worked must meet 100% of the below criteria to achieve standard, unless F&MA Chief directs otherwise based on workload associated with each individual case falling out of below criteria. d. Conduct initial malware analysis and generate “Quick” report on suspect/malicious binaries to correctly determine the functionality, characteristics, and capability of analyzed binaries, and to further identify additional suspicious/malicious files and entry points/attack vectors; e. 90% of suspect/malicious binaries must be analyzed within 8 dedicated working hours. For suspect/malicious binaries with significantly higher than normal capabilities/activity, conduct and complete more in-depth/broader malware analysis efforts and generate appropriate report type; 90% of such cases must be complete within 48 dedicated working hours and correctly determine the functionality, characteristics, and capability of analyzed binaries, and to further identify additional suspicious/malicious files and entry points/attack vectors. f. 75% of suspect/malicious binaries requiring reverse engineering efforts will have such analysis complete to include “Detailed” report and documentation within 96 working hours of receipt. g. 90% of Quick reports must be created within 3 working hours after analysis is complete, with no more than 2 errors on 2% of reports. 90% of Detailed reports must be created with 6 working hours after analysis is complete, with no more than 2 technical errors on 2% of reports. Submit all reports for peer review within 1 work hour after completion and apply any necessary corrections from peer review resulting in 95% of all reports produced being 100% technically and grammatically accurate. h. Ensure malware analysis artifacts, reports, case notes, and all case related data reside properly within MALNET 	<ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	
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	<p>infrastructure.</p> <p>i. Minimally twice annually, or as directed by Army Cyber Operations, review and update relevant portions of SOPs, TTPs, CSSP, Web Site information, within 5 business days.</p>		
C.5.4	<p>Forensic Analysis Support to ACOIC and DCODs.</p> <p>a. Conduct forensic analysis of suspect media for purposes of Defensive Cyber Operations as defined below and/or within applicable Army Cyber SOPs, TTPs, guidance, etc.</p> <p>b. 100% of all time periods applied toward measurable criteria must be properly documented within case file/notes in order to easily determine level of performance against criteria.</p> <p>c. 94% of cases worked must meet 100% of the below criteria to achieve standard, unless F&MA Chief directs otherwise based on workload associated with each individual case falling out of below criteria.</p> <p>d. Initiate proper case documentation within 1 working hour of assignment, with 98% of case initiations having no more than one error.</p> <p>e. Within 4 working hours of receipt, document chain of custody with 100% accuracy for 98% of cases, and initiate forensic imaging verifying image integrity upon completion on 100% of cases. Ensure 98% of imaged media has been returned to customer or forwarded to next recipient within 8 duty hours after successfully imaging suspect media.</p> <p>f. Conduct initial forensic analysis and generate “Quick” report correctly identifying suspicious/malicious files and entry points/attack vectors;</p> <p>g. 90% of cases must be analyzed within 8 dedicated working hours of imaging media. For cases with significantly higher than normal “intrusion” related activity, conduct deeper/broader forensic analysis and generate “Detailed” report to support defensive countermeasure development;</p> <p>h. 90% of “Detailed” cases must be analyzed within 40 dedicated working hours, correctly identifying</p>	<p>Meets:</p> <ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Periodic/Daily Surveillance

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	<p>suspicious/malicious files and entry points/attack vectors.</p> <ul style="list-style-type: none"> i. 90% of Quick reports must be created within 3 working hours after analysis is complete, with no more than 2 errors on 2% of reports. 90% of Detailed reports must be created with 6 working hours after analysis is complete, with no more than 2 technical errors on 2% of reports. j. Submit all reports for peer review within 1 work hour after completion and apply any necessary corrections from peer review resulting in 95% of all reports produced being 100% technically and grammatically accurate. k. Minimally twice annually, or as directed by Army Cyber Operations, review and update relevant portions of SOPs, TTPs, CSSP, Web Site information, within 5 business days. 		
C.5.5	<p>Information Assurance</p> <ul style="list-style-type: none"> a. Situational awareness accurately reflects current events and status of activities b. Accurate tracking of operational orders c. Ticket status tracking is updated and reported IAW specified timelines 	<p>Meets:</p> <ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Random/Periodic Surveillance/File Reviews
C.5.6	<p>DODIN Mission Planning</p> <ul style="list-style-type: none"> a. Prepare/review Network & Infrastructure Plans & Assessments, OPORDs, and OPLANs IAW ARCYBER standards and timelines. b. Prepare DoDIN weekly updates IAW ARCYBER standards and timelines. c. Assessment of Network Environment & Enterprise Network IAW ARCYBER standards and timelines at appropriate classification. d. Evaluation & Inspection of ICS/SCADA systems IAW ARCYBER standards and timelines at appropriate classification with identified vulnerabilities and remediation recommendations. 	<p>Meets:</p> <ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Random/Periodic Surveillance/File Reviews
C.5.7	<p>Protection Programs</p>	Meets:	Random/Periodic

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	<ul style="list-style-type: none"> a. RMDP, Critical Asset Lists, Assessments, COAs are provided by due date and are detailed, comprehensive and accurate, and in the correct format with no errors in in content, grammar, or spelling according to Army standards. b. Collection, analysis and dissemination of threat information - 100% of the AOR briefings to 100% of applicable organization travelers within five to seven working days of departure on leave, TDY or deployment. c. Assessments (e.g., Criticality Assessments, Threat Assessments, Vulnerability Assessments and Risk Assessments (IAW AR 525-13)) findings are complete and on deadline in a report within 90 days or as required per AR 525-13. d. AT Strategic Plan and Integrated Protection Operation Order is delivered IAW with deadlines and information is complete and accurate. e. Conducts exercises, trainings, conferences, committees and working groups f. Maintains tracking tools (SharePoint) for recording assessment findings and mitigations. 	<ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Surveillance/File Reviews
C.5.8	Perform duties as a staff action officer (Taskings, Briefings, Updates to Sr. Leaders, etc.) <ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Random/Periodic Surveillance/File Reviews
C.5.8	Joint, Service, and Command Cyberspace Strategies, Vision, Missions analysis. <ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Random/Periodic Surveillance/File Reviews
C.5.8	Joint, Service, and Command Cyberspace CONOPS, Concept Plans, OPLANs, and GFM.	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. 	Random/Periodic Surveillance/File

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	<ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<ul style="list-style-type: none"> - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Reviews
C.5.8	Joint, Service, and Command Cyberspace Operational Risk Analysis/Study <ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Random/Periodic Surveillance/File Reviews
C.5.8	ARCYBER, Joint, Service, and Command Cyberspace Business Process Analysis <ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Random/Periodic Surveillance/File Reviews
C.5.8	Reviews and analyses of cyberspace doctrine, policy, authorities, and statutes <ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Random/Periodic Surveillance/File Reviews
C.5.8	Theater Security Cooperation Program Development and Analysis <ul style="list-style-type: none"> a. Analyses are provided by due date and are detailed, comprehensive and accurate. b. Analysis is accurate and prepared material is in the correct format without errors in content, grammar, or spelling according to Army standards. 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee period <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	Random/Periodic Surveillance/File Reviews
C.5.8	Provide project scheduling and tracking status in Plan of Action and Milestones (POA&M) format. <ul style="list-style-type: none"> a. Project scheduling and tracking status in POA&M format 	<p>Meets:</p> <ul style="list-style-type: none"> - Meet monthly suspense 98% of the time. - Few known issues or errors reported in award fee 	Random/Periodic Surveillance/File Reviews

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	<p>is complete and provided by due date and are detailed, comprehensive and accurate.</p> <p>b. POA&M is accurate and prepared material is in the correct format without errors in in content, grammar, or spelling according to Army standards.</p>	<p>period</p> <p>Exceeds:</p> <ul style="list-style-type: none"> - Meets weekly suspense 100% of the time. - Consistently exceeds performance requirements 	
C.5.9	<p>Training and Exercises</p> <p>a. Programs are synchronized by suspense dates, materials are accurate and prepared material is in the correct format without errors in content, grammar, or spelling</p> <p>b. Updates to training regulation and annual training guidance is accurate and prepared material is in the correct format without errors in content, grammar, or spelling</p> <p>c. Command Professional Reading and Viewing Program in maintained and published by due date, is accurate and prepare material is in the correct format without errors in content, grammar, or spelling</p> <p>d. Update the CPD site by due date with accurate information and material is in the correct format without errors in content, grammar, or spelling</p> <p>e. Advertise CPD events by due date with accurate information and material is in the correct format without errors in content, grammar, or spelling</p> <p>f. Collect lessons learned policy and processes ISO CPD are established provided by due date and are detailed, comprehensive and accurate</p> <p>g. Cyberspace Operational Exercise Plans are provided by due date and are detailed, comprehensive and accurate.</p> <p>h. Cyberspace Exercise Pilots are provided by due date and are detailed, comprehensive and accurate.</p> <p>i. Cyberspace Exercise Milestone Events Technical Research and Analysis Report are provided by due date and are detailed, comprehensive and accurate</p> <p>j. Exercise IPR reports are provided by due date and are detailed, comprehensive and accurate.</p> <p>k. Exercise AARs are provided by due date and are detailed, comprehensive and accurate.</p>	<p>Meets:</p> <ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Random/Periodic Surveillance/File Reviews
C.5.10	Information Operations	Meets:	Random/Periodic

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	<ul style="list-style-type: none"> a. Develop OPSEC policy, produce mitigation recommendations where vulnerabilities or OPSEC does not exist in operations. b. Develop OPSEC assessments, surveys, long-range plans, goals, and milestones. c. Knowledge management repository on shared drives or shared portals on appropriate networks is maintained d. Integration of IO, EW, Space, & STO is accurate and updated in policy, produce SOPs, information papers, decision papers, weekly activity reports, and operational briefs. e. IO Training is conducted IAW Command requirements and is monitored, tracked, and coordinated 	<ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Surveillance/File Reviews
C.5.11	<p>Communications Support</p> <ul style="list-style-type: none"> a. Deliverables meet deadlines and detailed, comprehensive and accurate. Prepared material is in the correct format without errors in content, grammar, or spelling. 	<p>Meets:</p> <ul style="list-style-type: none"> - NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> - No performance requirements related issues reported within the Award Fee Period - Consistently exceed performance requirements thresholds 	Random/Periodic Surveillance/File Reviews
C.5.12	<p>Force Development</p> <ul style="list-style-type: none"> a. Requirements Input Document accurately reflects source documentation. Inputs are in the correct format with no errors in in content, grammar, spelling, and terminology IAW Army standards b. MDEP Briefing accurately reflects HQDA guidance and the Command's source documentation. Briefings are in the correct format with no errors in in content, grammar, spelling, and terminology IAW Army standards. c. Cost benefit analysis reflects accurate costs analysis and is commensurate with the cost narrative. d. Budget Execution Report accurately reflects current budget expenditures against POM requirement. e. Draft Executive Level Correspondence is in the correct format with no errors in content, grammar, spelling, and 	<p>Meets:</p> <ul style="list-style-type: none"> ● NMT 2 performance requirements related issues reported (i.e., delayed/missed timelines, re-writes, etc.) per Award Fee Period <p>Exceeds:</p> <ul style="list-style-type: none"> ● No performance requirements related issues reported within the Award Fee Period ● Consistently exceed performance requirements thresholds 	Random/Periodic Surveillance/File Reviews



	terminology IAW Army standards.		
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APPENDIX 1: AFEB Summary Evaluation Report

Date:

AFEB Chairperson Name:

Award Fee Period: *(insert from date)* _____ *(insert to date)* _____

(Attach additional pages, supporting data, etc. as needed.)

Criteria 1: Program Management and Communication: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Criteria 2 – Technical Effectiveness: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Criteria 3 – Cost Control: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Criteria 4 – Staffing / Personnel Management: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Award fee rating recommended for this evaluation criteria and period of performance with recommended percentage earned.

AFEB Chairperson Signature: _____

APPENDIX 2: AFEB Evaluator's Report

Instructions: Evaluators are requested to use bulleted format for submitting strengths, weaknesses, and recommendations. Also, evaluators are encouraged to attach additional sheets, supporting data, etc. for the final report.

Date:

Evaluator Name and Title:

Award Fee Period: *(insert from date)* _____ – *(insert to date)* _____

Evaluator's Primary Task Area(s) (check all that apply):

<input type="checkbox"/>	Criteria 1 – Program Management and Communication
<input type="checkbox"/>	Criteria 2 – Technical Effectiveness
<input type="checkbox"/>	Criteria 3 – Cost Control
<input type="checkbox"/>	Criteria 4 – Staffing / Personnel Management

Note: Evaluators are NOT limited to evaluating only their own task areas. Experiences in other areas should also be evaluated. However, please indicate in the boxes above your primary area(s) of responsibility.

Special circumstances during this period and the impact:

- a.
- b.

Strengths of the contractor's performance:

- a.
- b.

Weaknesses in the contractor's performance (with examples and contract references):

- a.
- b.

Impact of the contractor's performance on execution of the program:

- a.
- b.

Corrective actions recommended, if any:

- a.
- b.

Award fee rating recommended for this evaluation criteria and period of performance (with supporting examples):

- a.
- b.

Evaluator Signature: _____

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ATTACHMENT E
PROBLEM NOTIFICATION REPORT (PNR)

Task Order Number:	47QFCA18F0059
FEDSIM COR was verbally notified on:	[Notify the FEDSIM COR as soon as it becomes apparent that a scheduled delivery will be late.]
Date PNR Submitted:	[insert Month Day, Year]

Nature and Source of Problem:
[Provide a detailed description of the nature and source of the problem. Attach additional pages, if necessary.]
Is action required by the Government?
Yes/No [If Yes, describe Government action required and date required.]
Will the problem impact delivery schedule?
Yes/No [If Yes, identify which deliverables will be affected and extent of the delay, the rationale for late delivery, and overall project impact.]
Can required delivery be brought back on schedule?
Yes/No [Explain]
Describe corrective action needed to resolve problems:
[Provide a detailed description of corrective action needed to resolve the problem. Attach additional pages, if necessary.]
When will corrective action be completed?
[Provide the new delivery schedule and anticipated completion date.]
Are increased costs anticipated?
Yes/No [If Yes, identify the amount and nature of the increased costs anticipated and define Government responsibility for problems and costs.]



ATTACHMENT F
SAMPLE MONTHLY STATUS REPORT FOR (INSERT MONTH AND YEAR)

Contractor Name:	
Task Order Number:	
Report Prepared by:	
Reporting Period:	From: [Month Day, Year] To: [Month Day, Year]

WORK PLANNED FOR THE MONTH:

WORK COMPLETED DURING THE MONTH:

WORK NOT COMPLETED DURING THE MONTH:

WORK PLANNED FOR NEXT MONTH:

CONTRACT MEETINGS:

[Include the meeting date, meeting subject, persons in attendance, and duration of the meeting.]

DELIVERABLE STATUS:

ISSUES/QUESTIONS/RECOMMENDATIONS:



RISKS:

[Indicate potential risks and their probability, impact, and proposed mitigation strategy.]

FUNDS/HOURS EXPENDED:

[Indicate total hours expended by the contractor during the week and total funds expended by the contractor during the week.]

ATTACHMENT G TRIP REPORT TEMPLATE

Trip Report Date:	[Trip Report shall be completed within 10 workdays following completion of each trip (unless specified otherwise in Section F)]	
Project Name:		
Task Order Number:	47QFCA18F0059	
Name of Traveler	[Provide First and Last name of Traveler]	
Location of Travel	From: [Origin]	To: [Destination]
Duration of Trip	From: [insert Month Day, Year]	To: [insert Month Day, Year]
Point of Contact (POC) at Travel Location	[Provide First and Last name of POC]	
Government Approval Authority Received	[Provide Travel Authorization Request (TAR) Number]	
Total Cost of the Trip	\$	

Purpose of the Trip
[Provide a detailed description of the purpose of the trip. Attach additional pages, if necessary.]
Knowledge Gained
[Provide a detailed description of any knowledge gained. Attach additional pages, if necessary.]
Comments, Conclusions, Action Items:
[Provide any additional comments, conclusions, or action items. Attach additional pages, if necessary.]

ATTACHMENT H

DELIVERABLE ACCEPTANCE/REJECTION FORM

Dear [insert FEDSIM Contracting Officer's Representative (COR) Name]:

Please review the deliverable identified below, provide any comments in the space provided or on an attached form, and sign and date. Comments are due by [insert Month Day, Year].

DELIVERABLE NAME:	
AGENCY NAME:	
PROJECT NAME:	
FEDSIM TASK ORDER/ CONTRACT NUMBER:	47QFCA18F0059
FEDSIM PROJECT NUMBER:	
DELIVERABLE DUE DATE:	

I have reviewed the aforementioned document and have:

- ☐ Accepted without comments
- ☐ Accepted with comments
- ☐ Rejected with comments

COMMENTS:

Signature

Date



ATTACHMENT I GOVERNMENT FURNISHED PROPERTY

The Government will provide functional office space to include, standard office furniture (e.g. desk/chairs) that are required in the performance of this PWS.

The Government will provide general office supplies to the contractor, to be used for performance in Government facilities, required by this PWS.

The Government will provide the following materials to the contractor for performance required by this PWS to include but not limited to: hardware, software, data communications devices, and associated peripherals deemed necessary by the Government.

Facilities, Network, and Country Access: The Government will provide working facilities within at Fort Belvoir, VA or within the NCR or at Fort Gordon, GA and will assist contractor and contractor personnel in obtaining access to bases, facilities and systems in which to perform assigned functions. Government assistance to be provided include but are not limited to the following: provide Security badges for access to controlled areas; provide Common Access Cards (CACs) for installation, network, and building access; provide country clearance documents when requested; and provide guidance in reference to Soldier Readiness Program/ Personnel Policy Guidance (SRP/PPG) preparation for contractor employees to support Government exercises and operations outside of the designated Defensive Cyber Operations Directorate (DCOD) (The Government will reimburse the vendor for costs incurred only for deploying contractors supporting operations and/or exercises. SRP/PPG Website: <http://www.armyg1.army.mil/MilitaryPersonnel/ppg.asp>).



ATTACHMENT K ARCYBER/FEDSIM VIRTUAL ACQUISITION PORTAL NOTICE AND INSTRUCTIONS

This letter is to provide notice and instructions for the ARCYBER/FEDSIM Virtual Acquisition Portal. All Industry Partners requesting access to the ARCYBER/FEDSIM Virtual Acquisition Portal must complete the following steps. Access will be available until the closing date and time of the pending solicitation (the point when proposals will be due), at which time users will no longer have access.

STEP 1: Non-Disclosure Agreement (NDA) and Rules of Behavior

All Industry Partners requesting access to the portal must complete and return a signed copy of the attached NDA and Rules of Behavior agreement to the Contract Specialist, Kevin Fay at kevin.fay@gsa.gov, and the Contracting Officer, Derrick White at derrick.white@gsa.gov. **All individuals accessing and viewing information in the FEDSIM Acquisition Portal must be listed on the NDA Addendum and Section IV of the Rules of Behavior.**

STEP 2: Create a GSA Affiliated Customer Account (GACA)

Once the NDA and Rules of Behavior have been submitted the Industry Partner may proceed with creating a GACA account. All Industry Partners accessing the portal shall use a GSA-Approved GACA Google account. **Only one GACA account shall be created.** Commercial or company Google accounts are prohibited.

To create a GACA account, follow these steps:

- 1) Go to <http://mail.google.com/mail/signup> to create a GACA account.
- 2) Enter account holder first name and last name
- 3) Enter account username: must start with "GSA." then the first name, last name, and company name - example: GSA.John.Smith.XYZCompany@gmail.com (mandatory)
- 4) Complete all required fields, accept the Terms of Service and submit the request
- 5) Set up 2-Step Verification (also known as two-factor authentication) using a smart phone that can receive simple messages (mandatory)

STEP 3: Confirm GACA Google Account Creation and Verify Portal Access

Once the GACA Google Account has been created and accessed, please send a confirmation email to the FEDSIM Contract Specialist, Kevin Fay at kevin.fay@gsa.gov from the corresponding GACA Google Account (i.e., send a confirmation email from the new GACA Account GSA.John.Smith.XYZCompany@gmail.com (previous example)). Once FEDSIM has received your confirmation email, FEDSIM will send a link to the shared google portal. Once



access is granted, authorized users will be able to access this portal anytime by going to the Google Sites feature.

Please note that requests for access will continue to be processed up to the time of solicitation closing. If you have any questions, please submit them in writing to the FEDSIM Contract Specialist, Kevin Fay at kevin.fay@gsa.gov.



Corporate-NDA-Addendum_Amd1.pdf



Rules-of-Behavior.pdf



ATTACHMENT L ORGANIZATIONAL CONFLICT OF INTEREST (OCI) STATEMENT

The offeror and each subcontractor, consultant, and/or teaming partner shall complete and sign an Organizational Conflict of Interest (OCI) Statement. All information pertaining to OCI is outlined in Section H.10.1.

The contractor shall represent either that:

1. It is not aware of any facts that create any actual or potential OCI relating to the award of this contract, or
2. It has included information in its proposal, providing all current information bearing on the existence of any actual or potential OCI.

If a contractor with an actual or potential OCI believes the conflict can be avoided, neutralized, or mitigated, the contractor shall submit a mitigation plan to the Government for review.

Definition: FAR 2.101 "Organizational conflict of interest" means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.

SAMPLE 1 – OFFEROR OCI STATEMENT

The following is an example of the OCI statement that each offeror shall complete and sign. All information pertaining to OCI is outlined in Section H.10.1

(Insert Offeror Name) is responding to Task Order Request (TOR) 47QFCA18F0059 for services supporting the *(Insert Client Agency's Task Order requirement)*. In accordance with solicitation Section H.10.1, *(Inset Offeror Name)* has reviewed the requirements of the TOR and the Federal Acquisition Regulation (FAR) Subpart 9.5.

(Insert Offeror Name) is not aware of any facts which create any actual or potential OCI relating to the award of this contract. *(Insert Offeror Name)* agrees to immediately disclose all information concerning any actual or potential OCI during the performance of the Task Order.

Insert Offeror Name

*Insert Offeror Point of Contact (POC) Name**

Date

POC Title

*Person must have the authority to bind the company.

SAMPLE 2 – SUBCONTRACTOR, CONSULTANT, TEAMING PARTNER OCI STATEMENT

The following is an example of the OCI statement that each subcontractor, consultant, and teaming partner shall complete and sign. All information pertaining to OCI is outlined in Section H.10.1.

(Insert Company Name) is participating as a subcontractor to *(Insert Offeror Name)* in response to Task Order Request (TOR) 47QFCA18F0059 for services supporting the *(Insert Client Agency's Task Order requirement)*. In accordance with solicitation Section H.X.X, *(Insert Company Name)* has reviewed the requirements of the TOR and the Federal Acquisition Regulation (FAR) Subpart 9.5.

(Insert Company Name) is not aware of any facts which create any actual or potential OCI relating to the award of this contract. *(Insert Company Name)* agrees to immediately disclose all information concerning any actual or potential OCI during the performance of the Task Order.

Subcontractor, Consultant, Teaming Partner

*Point of Contact (POC) Name**

Date

POC Title

*Person must have the authority to bind the company.



NON-DISCLOSURE AGREEMENT (NDA)
BETWEEN
U.S. GENERAL SERVICES ADMINISTRATION (GSA)
FEDERAL SYSTEMS INTEGRATION AND MANAGEMENT CENTER (FEDSIM)
AND
[CONTRACTOR]

This agreement, made and entered into this _____ day of _____, 20XX (the “Effective Date”), is by and between GSA and [CONTRACTOR].

WHEREAS, [CONTRACTOR] and GSA FEDSIM have entered into Contract Number [INSERT], Task Order Number 47QFCA18F0059 for services supporting the United States Army Cyber Command, Cyber Enterprise Operations;

WHEREAS, [CONTRACTOR] is providing enterprise operations support to ARCYBER HQ and JFHQ-C. This includes program management; intelligence support; defensive cyberspace operations; DoD information network operations; plans and policy support; information operations; communications support; force development; security operations; critical information risk management; and training and exercise support services under the Task Order;

WHEREAS, the services required to support Cyber Enterprise Operations involve certain information which the Government considers to be “Confidential Information”¹ as defined herein;

WHEREAS, GSA desires to have [CONTRACTOR]’s support to accomplish the Task Order services and, therefore, must grant access to the Confidential Information;

WHEREAS, [CONTRACTOR] through its work at a Government site may have access to Government systems or encounter information unrelated to performance of the Task Order which also is considered to be Confidential Information as defined herein;

WHEREAS, GSA on behalf of ARCYBER desires to protect the confidentiality and use of such Confidential Information;

NOW, THEREFORE, for and in consideration of the mutual promises contained herein, the parties agree as follows:

- 1. Definitions.** “Confidential Information” shall mean any of the following: (1) “contractor bid or proposal information” and “source selection information” as those terms are defined in 41 U.S.C. § 2101; (2) the trade secrets or proprietary information of other companies; (3) other information, whether owned or developed by the Government, that has not been previously made available to the public, such as the requirements, funding or budgeting data of the Government; and *for contracts/orders providing acquisition assistance*, this term specifically includes (4) past performance information, actual/proposed costs, overhead rates, profit, award fee determinations, contractor employee data of offerors/contractors, methods or procedures used to evaluate performance, assessments, ratings or deliberations developed in an evaluation process, the substance of any discussions or deliberations in an evaluation

¹ This does not denote an official security classification.

process, and any recommendations or decisions of the Government unless and until such decisions are publicly announced. This term is limited to unclassified information.

2. **Limitations on Disclosure.** [CONTRACTOR] agrees (and the [CONTRACTOR] Task Order personnel must agree by separate written agreement with [CONTRACTOR]) not to distribute, disclose or disseminate Confidential Information to unauthorized personnel under the Task Order.
3. **Agreements with Employees and Subcontractors.** [CONTRACTOR] will require its employees and any subcontractors or subcontractor employees performing services for this Task Order to sign non-disclosure agreements obligating each employee/subcontractor employee to comply with the terms of this agreement. [CONTRACTOR] shall maintain copies of each agreement on file and furnish them to the Government upon request.
4. **Statutory Restrictions Relating to Procurement Information.** [CONTRACTOR] acknowledges that certain Confidential Information may be subject to restrictions in Section 27 of the Office of Federal Procurement Policy Act (41 U.S.C. § 2104), as amended, and disclosures may result in criminal, civil, and/or administrative penalties. In addition, [CONTRACTOR] acknowledges that 18 U.S.C. § 905, a criminal statute, bars an employee of a private sector organization from divulging certain confidential business information unless authorized by law.
5. **Limitations on Use of Confidential Information.** [CONTRACTOR] may obtain Confidential Information through performance of the Task Order orally or in writing. These disclosures or this access to information is being made upon the basis of the confidential relationship between the parties and, unless specifically authorized in accordance with this agreement, [CONTRACTOR] will:
 - a. Use such Confidential Information for the sole purpose of performing the Cyber Enterprise Operations support requirements detailed in the Task Order and for no other purpose;
 - b. Not make any copies of Confidential Information, in whole or in part;
 - c. Promptly notify GSA in writing of any unauthorized misappropriation, disclosure, or use by any person of the Confidential Information which may come to its attention and take all steps reasonably necessary to limit, stop or otherwise remedy such misappropriation, disclosure, or use caused or permitted by a [CONTRACTOR] employee.
6. **Duties Respecting Third Parties.** If [CONTRACTOR] will have access to the proprietary information of other companies in performing Task Order support services for the Government, [CONTRACTOR] shall enter into agreements with the other companies to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished. [CONTRACTOR] agrees to maintain copies of these third party agreements and furnish them to the Government upon request in accordance with 48 C.F.R. § 9.505-4(b).
7. **Notice Concerning Organizational Conflicts of Interest.** [CONTRACTOR] agrees that distribution, disclosure or dissemination of Confidential Information (whether authorized or unauthorized) within its corporate organization or affiliates, may lead to disqualification from



participation in future Government procurements under the organizational conflict of interest rules of 48 C.F.R. § 9.5.

8. **Entire Agreement.** This Agreement constitutes the entire agreement between the parties and supersedes any prior or contemporaneous oral or written representations with regard to protection of Confidential Information in performance of the subject Task Order. This Agreement may not be modified except in writing signed by both parties.
9. **Governing Law.** The laws of the United States shall govern this agreement.
10. **Severability.** If any provision of this Agreement is invalid or unenforceable under the applicable law, the remaining provisions shall remain in effect.

In accordance with Public Law No. 108-447, Consolidated Act, 2005, the following is applicable:

These restrictions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights, or liabilities created by Executive Order No. 12958; section 7211 of title 5, United States Code (governing disclosures to Congress); section 1034 of title 10, United States Code, as amended by the Military Whistleblower Protection Act (governing disclosure to Congress by members of the military); section 2302(b)(8) of title 5, United States Code, as amended by the Whistleblower Protection Act (governing disclosures of illegality, waste, fraud, abuse or public health or safety threats); the Intelligence Identities Protection Act of 1982 (50 U.S.C. 421 et seq.) (governing disclosures that could expose confidential Government agents); and the statutes which protect against disclosure that may compromise the national security, including sections 641, 793, 794, 798, and 952 of title 18, United States Code, and section 4(b) of the Subversive Activities Act of 1950 (50 U.S.C. 783(b)). The definitions, requirements, obligations, rights, sanctions, and liabilities created by said Executive order and listed statutes are incorporated into this agreement and are controlling.

11. **Beneficiaries.** If information owned by an individual or entity not a party to this agreement is disclosed or misappropriated by [*CONTRACTOR*] in breach of this agreement, such information owner is a third party beneficiary of this agreement. However, nothing herein shall create an independent right of action against the U.S. Government by any third party.

IN WITNESS WHEREOF, GSA and [*CONTRACTOR*] have caused the Agreement to be executed as of the day and year first written above.

UNITED STATES GENERAL SERVICES ADMINISTRATION

Name

Date

Contracting Officer

[*CONTRACTOR*]



Name*

Date

Title

*Person must have the authority to bind the company.



**ADDENDUM TO
NON-DISCLOSURE AGREEMENT
BETWEEN
U.S. GENERAL SERVICES ADMINISTRATION (GSA)
FEDERAL SYSTEMS INTEGRATION AND MANAGEMENT CENTER (FEDSIM)
AND
[CONTRACTOR]**

This agreement, made and entered into this _____ day of _____, 20XX (the “Effective Date”), is by and between GSA and [CONTRACTOR].

List of personnel (reference Section 2, Limitations on Disclosure, in Non-Disclosure Agreement):

- a.
- b.
- c.
- d.

IN WITNESS WHEREOF, GSA and [CONTRACTOR] have caused the Agreement to be executed as of the day and year first written above.

UNITED STATES GENERAL SERVICES ADMINISTRATION

Name
Contracting Officer

Date

US Army Cyber Command (ARCYBER)

Name
[CLIENT POC TITLE]

Date

[CONTRACTOR]

Name
[CONTRACTOR POC TITLE]

Date



TRAVEL AUTHORIZATION REQUEST (TAR)



CONTRACTOR:
CLIENT: US Army Cyber Command (ARCYBER)

TAR Number:
Date:
Project Name:
Project/IA Number:
Associated Line of Accounting:
Task Order Number:

TO: (Insert First and Last Name), FEDSIM Contracting Officer Representative (COR)
FROM: (Insert First and Last Name of requestor)
THROUGH: (Insert client organization and First and Last Name) Technical Point of Contact (TPOC)
SUBJECT: Travel Authorization Request # (insert number)
DATE: (Insert date)

CLIN X00X Value: \$ -
Cumulative Amount Billed: \$ -
Current CLIN X00X Balance: \$ -
TAR Estimate: \$ -
New CLIN X00X Balance: \$ -

Last Invoice submitted:

PURPOSE/JUSTIFICATION OF REQUEST:
(Include a description of the travel proposed including a statement as to purpose).

TRAVELERS:	
NAMES	COMPANY

TRAVEL ITINERARY:					
Departure:	Date	Origin/Destination	Return:	Date	Origin/Destination
Traveler 1 (insert name), Leave			Leave		



TRAVEL AUTHORIZATION REQUEST (TAR)



Traveler 1 (<i>insert name</i>) , Arrive			Arrive		
Departure:	Date	Origin/Destination	Return:	Date	Origin/Destination
Traveler 2 (<i>insert name</i>) , Leave			Leave		
Traveler 2 (<i>insert name</i>) , Arrive			Arrive		

	Estimated Cost
Travel (CLIN X00X)	\$ -
Airfare: @	\$ -
Per Diem: @	\$ -
Hotel: @	\$ -
Other: (<i>insert as appropriate (e.g., car rental)</i>)	\$ -
Other Direct Costs (CLIN X00X)	
(<i>Insert as appropriate</i>)	\$ -
Subtotal Amount for Traveler #1 (<i>Insert name</i>)	\$ -
Travel (CLIN X00X)	\$ -
Airfare: @	\$ -
Per Diem: @	\$ -
Hotel: @	\$ -
Other: (<i>insert as appropriate (e.g., car rental)</i>)	\$ -
Other Direct Costs (CLIN X00X)	
(<i>Insert as appropriate</i>)	\$ -
Subtotal Amount for Traveler #2 (<i>Insert name</i>)	\$ -
Subtotal Amount for all Travelers	\$ -
Indirect Handling Cost	\$ -
General & Administrative (G&A) Cost	\$ -
Total Travel Cost (CLIN X00X)	\$ -
Total ODC Cost (CLIN X00X)	\$ -
Total Trip Cost NTE	\$ -

REMARKS:

The estimated cost of travel must represent the contractor's best estimate. The amount of obligated for this line item may be increased unilaterally by the Government if such action is deemed advantageous. Travel costs shall be reimbursed in accordance with **Federal Travel Regulations (FTR), Joint Travel Regulations (JTR), or the Department of State Standardized Regulations (DSSR)** (*choose appropriate one(s)*). Please note that a separate TAR should be submitted for each individual traveler.



TRAVEL AUTHORIZATION REQUEST (TAR)



Regulations (DSSS) (choose appropriate one(s)). Please note that a separate TAR should be submitted for each individual traveler.

Please contact me at (area code) 000-0000 (insert requestor's phone number) if you have any concerns or questions.

Contractor Requestor:		FEDSIM COR Approval:		Client (insert client organization) TPOC Acceptance:	
Signature	Date	Signature	Date	Signature	Date



REQUEST TO INITIATE PURCHASE (RIP) FOR EQUIPMENT, MATERIALS, OTHER DIRECT COSTS (ODCs), AND/OR SERVICES

If the prime contractor has an approved purchasing system, the contractor shall prepare and submit a RIP to be reviewed and signed by the FEDSIM COR.

Contractor:
Client:

US Army Cyber Command (ARCYBER)

RIP Number:
Date:
Project Name:
Project/Interagency Agreement (IA) Number:
Associated Line of Accounting:
Task Order Number:

TO: (Insert First and Last Name) , FEDSIM Contracting Officer's Representative (COR)

FROM: (Insert First and Last Name of requestor)

THROUGH: (Insert client organization and First and Last Name) , Technical Point of Contact (TPOC)

SUBJECT: Request to Initiate Purchase # (insert number)

DATE: (Insert Month Date, Year)

CLIN X00X VALUE: \$ -

CUMULATIVE AMOUNT BILLED: \$ -

CURRENT CLIN X00X BALANCE: \$ -

RIP ESTIMATE: \$ -

NEW CLIN X00X BALANCE: \$ -

Last Invoice submitted:

PURPOSE/JUSTIFICATION OF REQUEST:

ESTIMATED PURCHASE COST:

Item: (insert item(s))	
Item Cost	\$ -
Indirect costs authorized by the Task Order (insert as appropriate)	\$ -
Total Not to Exceed (NTE) cost	\$ -



All equipment, materials, and ODCs shall be purchased in accordance with client requirements. All equipment, materials, and ODCs shall become the property of the Government and shall be regarded as Government Furnished Property (GFP), and unless previously approved by the Contracting Officer, shall be used only in performance of this Task Order. All materials shall be purchased in accordance with applicable Federal Acquisition Regulation (FAR) and/or Defense Federal Acquisition Regulation Supplement (DFARS) clauses (*choose as appropriate*) and approved purchasing procedures. All equipment, materials, and ODCs shall be purchased in accordance with Task Order requirements and shall not exceed the funded amount on this Task Order. The contractor shall ensure that the prices quoted are fair and reasonable at the time of submission and are in the best interest of the Government.

Please contact me at (area code) 000-0000 (*insert requestor's phone number*) if you have any concerns or questions.

FEDSIM COR Approval:	
Signature	Date



CONSENT TO PURCHASE PARTS/TOOLS/ODCs AND/OR SERVICES (CTP)

Industry Partner:

Client:

US Army Cyber Command (ARCYBER)

If the prime contractor does not have an approved purchasing system, the contractor will prepare and submit a Consent to Purchase (CTP), to be reviewed by the COR and signed by the CO

TO: FEDSIM Contracting Officer Representative

FROM: Requestor

THROUGH: Client POC

SUBJECT: Consent to purchase #

TOOL#:

Date:

Project Name:

Project/IA#:

Contract/Task Order:

Cyber Enterprise Operations

Last Inv submitted:

CLIN # VALUE:

\$0.00

CUM AMT BILLED:

\$0.00

BALANCE:

\$0.00

CTP ESTIMATE:

\$0.00

BALANCE:

\$0.00

Client Point of Contact:

PURPOSE/JUSTIFICATION OF REQUEST:

The purpose of this request is to

Description of supplies or services (FAR 52.244-2(e)(1)(i)):



Type of subcontract (FAR 52.244-2(e)(1)(ii)):

Propose subcontractor (FAR 52.244-2(e)(1)(iii)):

Below is the estimated cost of purchase (FAR 52.244-2(e)(1)(iv)):

ITEM	
Tool (CLIN #):	
Cost to Government: @#	\$ -
Fee	\$ -
General & Administrative (G&A) Cost	\$ -
Total Cost NTE:	\$ -

All material purchases shall be made in accordance with customer requirements. All materials shall become the property of the Government and shall be regarded as Government Furnished Property (GFP), and unless previously approved by the Contracting Officer, shall be used only in performance of this Task Order. All materials will be purchased in accordance with regulations contained in FAR 52.244-2 approved purchasing procedures. All Tools and ODCs shall be procured in accordance with contract requirements and shall not exceed the funded amount on this contract.

It is the responsibility of the Industry Partner to ensure that the prices quoted are fair and reasonable at the time of submission and are in the best interest of the client. The Industry Partner is to furnish price quotes for hardware and software purchases.

The following documents are attached (as necessary):

- 1) Subcontractor's certified cost or pricing data as required in FAR 52.244-2(e)(1)(v)
- 2) Subcontractor's Disclosure Statement or Certification relating to Cost Accounting Standards as required in FAR 52.244-2(e)(1)(vi)
- 3) Negotiation memo as required in FAR 52.244-2(e)(1)(vii)

Please contact me at (000) 000-0000 if you have any concerns or questions.

FEDSIM CO Approval:



Signature

Date



ATTACHMENT R

Army Training and Certification Requirements

Antiterrorism (AT) Level I Training: All contractor employees requiring access to Army installations, facilities and controlled access areas shall complete AT Level I Awareness Training within 30 calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee, to the COR and TM within 10 calendar days after completion of training by all employees and subcontractor personnel. AT level I Awareness Training is available at the following website: <https://atlevel1.dtic.mil/at>.

Awareness Training (AT) for Contractor Personnel Traveling Overseas: All U.S. based contractor employees and associated sub-contractor employees traveling overseas will receive the government provided AOR specific AT awareness training. The documentation of training completion must be provided to the COR prior to departure.

iWATCH Training: The contractor shall brief all employees on the local iWATCH program (training standards provided by the requiring activity AT Officer). This local developed training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 30 calendar days of contract award and within 30 calendar days of new employees commencing performance.

Cybersecurity Awareness Training: All contractor personnel must complete the DoD Cybersecurity (Information Awareness) Awareness Training before issuance of network access and annually thereafter. All contractor employees working cybersecurity/IT functions must comply with DoD and Army training requirements in DoDD 8570.01, DoD 8570.01-M, AR 25-2 and as tasked by the Government requiring activity. Training is available at <https://ia.signal.army.mil>. Certificates of successful completion, for both initial awareness training and annual refresher training, shall be provided to the COR and TM. Per DoD 8570.01-M, DFARS 252.239-7001 and AR 25-2, the contractor employees supporting Cybersecurity/IT functions shall be appropriately certified upon contract award. The baseline certification as stipulated in DoD 8570.01-M must be completed upon contract award.

Threat Awareness Reporting Program (TARP): All new contractor employees will complete annual TARP Training provided by a Counterintelligence Agent, IAW AR 381-12. The contractor shall submit certificates of completion for each affected contractor and subcontractor employee(s) or a memorandum for the record, to the COR or to the contracting officer (if a COR is not assigned), within five calendar days after completion of training. Authorized web-based TARP training for CAC card holders is available at the following website: <https://www.us.army.mil/suite/page/655474>.

Army Training Certification Tracking System (ATCTS): All contractor personnel with access to a government information system must be registered in the ATCTS at commencement of services, and must successfully complete the DoD Cybersecurity Awareness Training prior to



access to the Information System (IS) and then annually thereafter. Contractor personnel's ATCTS profile shall be properly aligned to ARCYBER as the primary.

Contract personnel shall go to the ATCTS at <https://atc.us.army.mil>, create an account and profile, and identify the ACOIC Government Representative and Site Lead as their Container Manager. Certificates of successful completion, for initial awareness and annual refresher training and all certifications/re-certifications, shall be uploaded to ATCTS and provided to the COR and TM. The Contractor is required to establish and maintain accounts to track Cybersecurity Awareness training [Army Minimum Required Training (AMRT), Cybersecurity Awareness Training, Information Assurance Certifications, etc.] within ATCTS.

Operations Security (OPSEC): All new contractor employees will complete Level I OPSEC Training within 30 calendar days of their reporting for duty. Additionally, all contractor employees must complete annual OPSEC awareness training. The contractor shall submit certificates of completion for each affected contractor and subcontractor employee, to the COR or to the contracting officer (if a COR is not assigned), within five calendar days after completion of training. OPSEC awareness training is available at the following websites: <https://www.iad.gov/ioss/> or <http://www.cdse.edu/catalog/operations-security.html> ; or it can be provided by the requiring activity (RA) OPSEC Officer in presentation form which will be documented via memorandum.

The Contractor shall develop an OPSEC SOP/Plan within 90 days of contract award. The OPSEC SOP/Plan must be reviewed and approved by the RA OPSEC Officer. The SOP/Plan will include the Government's critical information, why it needs to be protected, where it is located, who is responsible for it and how to protect it. In addition, the contractor shall identify an individual who will be an OPSEC Coordinator.

Contractors Authorized to Accompany the Force: All contractor employees shall ensure the following AT/OPSEC requirements are met prior to deploying personnel authorized to accompany U.S. Armed Forces outside the United States; to include compliance with laws, regulations, pre-deployment requirements, and required training in accordance with Combatant Command guidance.

Performance or Delivery in a Foreign Country: All non-local contracting personnel will comply with theater clearance requirements and allows the Combatant Commander to exercise oversight to ensure the contractor's compliance with Combatant Commander and subordinate task force Commander policies and directives.

*Contractor shall adhere to changes in requirements.

Instructions: For each indirect rate element used in development of the estimated cost/ price, provide the following information:

- In Part (a): The actual historical rates realized from 2015 through 2017, including the actual historical rates for the period 2015 through 2017.
- In Part (b): The proposed indirect rate for each period

Additionally, in Part (a) provide the actual historical amounts realized for Revenue and Total Direct Labor.

Offerors are reminded that all costs shall be fully supported by the narrative in the Cost/ Price Schedule.

(a)		Historical Indirect Rates	
		2015	2016
Revenue		[insert applicable \$ amount realized]	[insert applicable \$ amount realized]
Total Direct Labor		[insert applicable \$ amount realized]	[insert applicable \$ amount realized]
[Insert Indirect Rate Element]	Pool	[insert applicable \$ amount realized]	[insert applicable \$ amount realized]
	Base	[insert applicable \$ amount realized]	[insert applicable \$ amount realized]
	Rate	[Pool / Base in %]	[Pool / Base in %]
[Insert Indirect Rate Element]	Pool	[insert applicable \$ amount realized]	[insert applicable \$ amount realized]
	Base	[insert applicable \$ amount realized]	[insert applicable \$ amount realized]
	Rate	[Pool / Base in %]	[Pool / Base in %]
[Insert Additional Rows for Each Indirect Rate Element Proposed]			

(b)		Proposed Indirect Rates	
		Base Period	First Option Period
[Insert Proposed Rate Element]		[insert proposed rate % for period]	[insert proposed rate % for period]
[Insert Proposed Rate Element]		[insert proposed rate % for period]	[insert proposed rate % for period]
[Insert Additional Rows as Needed]		[insert proposed rate % for period]	[insert proposed rate % for period]

Provide the following:

Historical amounts for the applicable Pool and Base

Direct Labor for the applicable cost center.

Supporting Documentation.

2017
[insert applicable \$ amount realized]
[insert applicable \$ amount realized]
[insert applicable \$ amount realized]
[insert applicable \$ amount realized]
[Pool / Base in %]
[insert applicable \$ amount realized]
[insert applicable \$ amount realized]
[Pool / Base in %]

Direct Rates		
Second Option Period	Third Option Period	Fourth Option Period
[insert proposed rate % for period]	[insert proposed rate % for period]	[insert proposed rate % for period]
[insert proposed rate % for period]	[insert proposed rate % for period]	[insert proposed rate % for period]
[insert proposed rate % for period]	[insert proposed rate % for period]	[insert proposed rate % for period]



INSTRUCTIONS -- Fill in only the columns/colors per instructions below. DO NOT delete or sort any rows in this spreadsheet.
1. Each tab (for each period) must list all proposed staff, whether they are used in a particular performance period or not. If proposing staff in one or more, but not all periods (e.g., only for surge periods), zero out the hours for staff during the performance period in which staff is not proposed to work. DO NOT delete or sort any rows in this spreadsheet.
2. In the functional roles column, include not only the Functional Role title, but also a description of the duties and/or tasks performed by the individual in that role. This is regardless of whether there is a named individual proposed for the Functional Role or if it is To Be Determined (TBD).
3. In the qualifications column, include the qualifications, expertise and certification(s) of the proposed individual, or, if an individual has not yet been identified, include the qualifications, expertise, and certifications to fill the requirements of the position.
4. Each row should represent one proposed personnel regardless of whether a name is provided or TBD. For example, for ten TBD Data Analysts, use ten rows; specify in each row the hours, functional role description, clearance level at time of proposal submission, qualifications, expertise, certifications, etc. of the proposed individual/position. DO NOT combine the hours for ten TBD Data Analysts into one row.

OASIS Contracts Only: Proposing Specialized Labor Categories
There are 104 OASIS labor categories (covering 127 OMB SOC occupations and over 1,000 typical industry job titles), and GSA is in the process of adding new ones. Offerors may propose specialized labor category(ies) (e.g., for IT services) only if necessary to meet the requirements of an ancillary task in the SOW. Offerors proposing additional labor category(ies) for an OASIS contract must complete Columns G-L on this spreadsheet. NOTE: Any specialized labor category proposed must be within the scope of OASIS.
1. Column G: Provide the title of the specialized labor category (LC).
2. Column H: Provide the expertise and qualifications required for the specialized LC so that evaluators may assess whether or not proposed personnel meet the requirements of the specialized LC.
3. Column I: Include the section(s) of the SOW (e.g., Section C.4.5.5, etc.), that refer(s) to the tasks to be performed by the personnel in the specialized LC. Include the level of detail necessary (task, subtask) so that the Government can identify the task for which the specialized LC is proposed.
4. Column J: Provide the rationale for proposing the specialized LC. This may be provided in an appendix and limited to 250 words per specialized LC.
5. Column K: If an OMB SOC occupation maps to the specialized LC being proposed, enter applicable SOC and then complete Column L.
6. Column L: Briefly state the non-OASIS OMB SOC occupations that were considered and why they were not appropriate or did not fit the Task Order requirements.

ATTACHMENT U

KEY PERSONNEL QUALIFICATION MATRIX

The following is an example of how the Key Personnel Qualification Matrix shall map to Section H.3 of the Task Order Request (TOR). The example describes the required and desired qualifications for Project Manager (PM) designated as “Key,” and shows how the Key Personnel Qualification Matrix shall be formatted.

H.3.1 PROGRAM MANAGER (PM)

The PM shall serve as the Government’s POC, provide technical and administrative supervision and guidance for all contractor personnel assigned to the TO, supervise on-going technical efforts, and manage TO performance. The PM shall provide frequent communication with the Government and briefings for senior Military and Government personnel. The PM shall be an employee of the prime OASIS contractor.

It is required that the PM has the following qualifications:

- a. An active Project Management Institute (PMI) Project Management Professional (PMP) certification.
- b. At least five years’ experience (with at least one year having occurred in the past five years) managing a program of similar scope and complexity to this TO.
- c. At least five years’ experience managing geographically dispersed personnel.
- d. At least five years’ experience (with at least one year having occurred in the past five years) supporting a DoD cyberspace operational environment.

It is desired that the PM has the following qualifications:

- a. Experience providing technical innovations for a large scale organization, such as the military or other large Government organization.
- b. Experience supporting the relocation of an organization to include the relocation of manpower, resources, and capabilities.

Note: Multiple pages for each Key Personnel Qualification Matrix are acceptable. See page limitations in TOR Section L.6.2, Key Personnel Qualification Matrix.

KEY PERSONNEL QUALIFICATION MATRIX

Proposed Key Personnel Name:	
Proposed Key Personnel Position: Program Manager (PM)	
Proposed Basic Contract Labor Category:	
Proposed Key Personnel meets the requirements of the proposed Basic Contract Labor Category (Yes /No):	
Proposed Key Personnel meets the Security Requirements in TOR Section H.3 (Yes/No):	
Proposed Key Personnel is available to begin work on the Start Date designated in TOR Section L.3 (Yes/No):	
Rationale for the proposed Basic Contract Labor Category:	
REQUIRED QUALIFICATIONS	
Description of Qualifications and Experience (e.g., Place of Work, Official Title for Each Position Held, etc.)	
Years of Experience (month/year)	H.3.1.a An active Project Management Professional certification.
Years of Experience (month/year)	H.3.1.b At least five years' experience (with at least one year having occurred in the past five years) managing a program of similar scope and complexity to this TO.
Years of Experience (month/year)	H.3.1.c c.At least five years' experience managing geographically dispersed personnel.
Years of Experience (month/year)	H.3.1.d d.At least five years' experience (with at least one year having occurred in the past five years) supporting a DoD cyberspace operational environment.

KEY PERSONNEL QUALIFICATION MATRIX

DESIRED QUALIFICATIONS	
Description of Qualifications and Experience (e.g., Place of Work, Official Title for Each Position Held, etc.)	
Years of Experience (month/year)	H.3.1.a Experience providing technical innovations for a large scale organization, such as the military or other large Government organization.
Years of Experience (month/year)	H.3.1.b Experience supporting the relocation of an organization to include the relocation of manpower, resources, and capabilities.

ATTACHMENT V

CORPORATE EXPERIENCE FORMAT

Prime Contractor	
Project Title	
Contract Number	
Period of Performance	
Ceiling Amount	
Obligated Amount	
Client Company/Agency Name	
Client Contracting Official Name, Phone, E-mail	
Client Technical Official Name, Phone, E-mail	
Project Overview	
Discuss the client, project description and objectives (Expand Cell as Needed)	
Similarities in Size, Scope and Complexity	
Discuss project similarities to the Tasks and Subtasks of Section C (Expand Cell as Needed)	

[Enter date]

[Enter FEDSIM Contracting Officer or Contract Specialist Name]

GSA FAS AAS FEDSIM

1800 F Street, NW

Washington, DC 20405

Subject: Task Order Request (TOR) GSC-QF0B-18-33209 Key Personnel Letter of
Commitment

Dear [Mr. or Ms.] [Enter FEDSIM Contracting Officer or Contract Specialist Name]:

I, [enter proposed Key Personnel's first and last name], hereby commit to serve as the [enter proposed Key Personnel's position title] in response to TOR GSC-QF0B-18-33209, upon award of the resultant Task Order. I certify that the information submitted in the Key Personnel Qualification Matrix is accurate. Furthermore, I certify that I am currently an employee of [enter offeror name]. I am committed and available to begin work on the Project Start date indicated in TOR Section L.3.

I have read and personally signed this Letter of Commitment.

Printed Name

Signature

Date



Company Name:
Solicitation Number: GSC-QF0B-18-33209

[illegible]

ATTACHMENT Y

FORT GORDON TRANSITION SCENARIO

PURPOSE:

The purpose of the scenario is for the Government to assess the offeror's ability to properly plan and address the Army Cyber Command's (ARCYBER) relocation to the new facility located in Fort Gordon, Georgia (FGGA).

INSTRUCTIONS:

The offeror's response shall demonstrate a holistic understanding of transitioning ARCYBER cyber operations to its new facility co-located with the National Security Agency (NSA). The offeror's response to the scenario shall address all task area functions of the Task Order Request (TOR) from a relocation perspective. The offeror's response shall address the scenario, constraints, and key areas identified in this attachment. The offeror shall document its assumptions.

The scenario does not replicate normal operations. Normally, ARCYBER operates with a mix of Government, military, and contractor personnel. For the purposes of this scenario, and to enable the Government to fully evaluate each offeror's response, the offeror shall assume that all operations are performed by the offeror's workforce.

SCENARIO:

The offeror (your team) has been awarded the Cyber Enterprise Operations Task Order (TO) supporting ARCYBER. The sixty day TO transition-in period has ended with a successful knowledge transfer between your team and the incumbent (if necessary). Your team has achieved full staffing in accordance with the proposed staffing plan and is fully supporting the TO.

On March 3, 2019, your team is notified by the ARCYBER Relocation Integration Directorate (RID) that the enterprise relocation to FGGA will begin on April 1, 2020 and end on September 30, 2020. All contractor personnel under the TO performing work at a Fort Belvoir, Virginia (VA) duty station must be removed and/or relocated to the new facility in FGGA no later than September 30, 2020. Prior to April 1, 2020, personnel will be unable to access the new facility at FGGA.

The ARCYBER RID instructs your team that Task Area 2 of the TO is a critical capability required to be fully operational at FGGA before relocating the capability from Fort Belvoir, VA. Your team is further instructed to communicate with the Government team (to include ARCYBER RID and direct section or branch directorates) on the progress of the relocation. The Government team is expected to be notified when the critical capability (Task Area 2) has achieved at least 75 percent of its required capability and upon full operational capability. All other functions (i.e., remaining Task Areas) can be moved at the contractor's discretion provided they are relocated by September 30, 2020 and closely coordinated with the Government team.

The new facility is co-located with the NSA and requires elevated security requirements. All contractor personnel accessing the new facility at FGGA must have a fully adjudicated Top Secret/Sensitive Compartmented Information (TS/SCI) and Counterintelligence (CI)-Scope Polygraph. In addition, personnel must complete the Special Interview Program (SIP) and NSA

Military Affairs Division Office (MADO) Security In-Processing Packet for Access Determination. Personnel that submit packets with significant Foreign Travel, Foreign Investments, and/or Foreign Associates will be delayed and/or denied. Denial of access determination is final.

Once all clearance requirements are met and the MADO Packet is reviewed and accepted, the individual must report onsite at FGGA no later than six months from the date of MADO Packet acceptance. Personnel that do not report onsite to complete in-processing within the six month window will be required to re-submit the MADO Packet for processing. Final onsite in-processing requires personnel to complete the indoctrination into NSA Central Security Service (NSA/CSS) and complete a signed SCI Non-Disclosure Agreement.

(End Scenario)

CONSTRAINTS:

At a minimum, the offeror's response shall address the Constraints identified below.

- a. Critical functions (Task Area 2 of the TO) must be fully operational at NSA FGGA before operations begin to dissolve at Fort Belvoir, VA.
- b. Prior to April 1, 2020, contractor personnel will be unable to occupy the new facility in FGGA. All contractor personnel under the TO must be removed and/or relocated from Fort Belvoir, VA to NSA's facility in FGGA by September 30, 2020.
- c. CI-Scope Polygraph processing will take one month for personnel with a current TS/SCI.
- d. The SIP and NSA MADO Security In-Processing Packet for Access Determination will take a minimum of two months for personnel possessing a CI-Scope Polygraph. Individuals with significant Foreign Travel, Foreign Investments, and/or Foreign Associates will be delayed and/or denied.
- e. Personnel must report onsite to FGGA no later than six months from the date of MADO Packet acceptance. Personnel that do not report onsite to complete in-processing within the six month window will be required to re-submit the MADO Packet for processing.
- f. Relocation costs will not be provided by the Government.
- g. All work must be performed on Government site.

KEY AREAS:

At a minimum, the offeror's response shall address the Key Areas identified below.

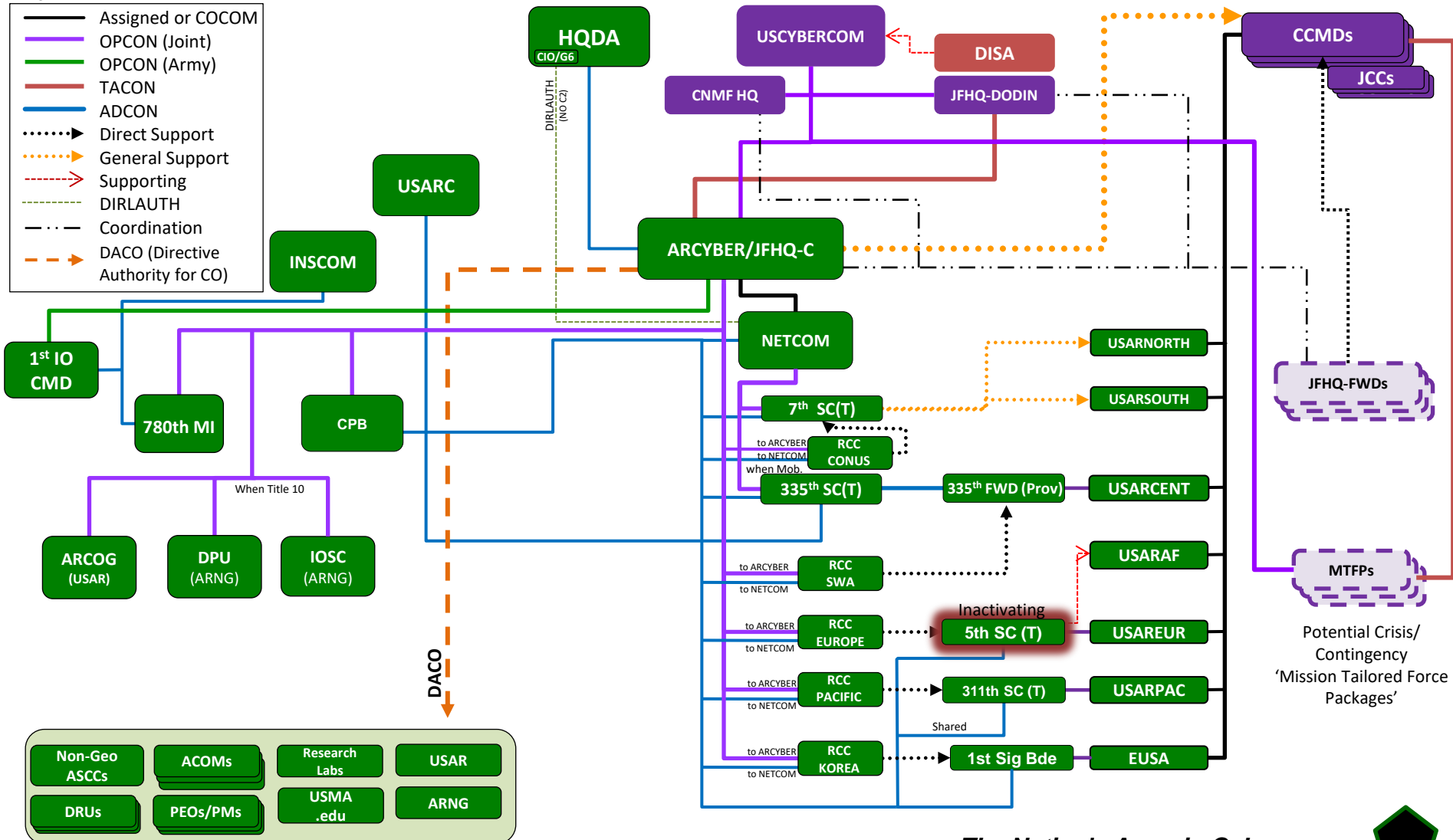
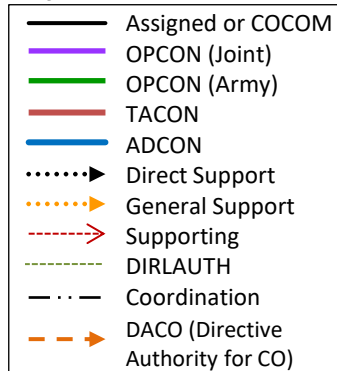
- a. Transitioning Operations: The offeror shall detail its solution/approach to transitioning operations (includes all relevant TOR task areas) in the scenario timeline with no disruption or service degradation.
- b. Recruiting/Relocation: The offeror shall describe its strategy for recruiting and/or relocating personnel (if any) to the new facility in FGGA.
- c. Communication/Coordination: The offeror's response shall detail its plan for communication and coordination with the offeror's team and Government offices described in the scenario.
- d. Risk Management: The offeror's response shall identify risks to the FGGA transition scenario and discuss its mitigations.



Current Army Cyberspace C2 Framework

As of 2 Aug 2017

Legend



The Nation's Army in Cyberspace

